



Atlanta Housing Authority

April 14, 2010

Dominique Blom  
Deputy Assistant Secretary  
Office of Public Housing Investments  
U.S. Department of Housing and Urban Development (HUD)  
451 Seventh Street, S.W.  
Room 4130  
Washington, D.C. 20410-5000

**SUBJECT: Atlanta Housing Authority's Submission of its Fiscal Year (FY) 2011 Moving to Work (MTW) Annual Plan**

Dear Dominique:

I am pleased to provide Atlanta Housing Authority's FY 2011 MTW Annual Plan.

The enclosed FY 2011 MTW Plan is a comprehensive document serving as both AHA's annual MTW Plan and Business Plan (CATALYST Implementation Plan). This year's Plan is organized around seven major organizational priorities: (1) Revitalization Program, (2) Project Based Rental Assistance as a Development Tool, (3) Re-engineering the Housing Choice Voucher Program, (4) Asset Management (5) Human Development (6) Improving the Quality of Life of AHA-Owned Residential Properties; and (7) Business Transformation. The Plan also includes an update on our Quality of Life Initiative (QLI) and the use of American Recovery and Reinvestment Act (ARRA) formula Capital funds.

Please note that at the submission of this Plan, HUD had not yet provided AHA's final Calendar Year 2010 Public Housing Operating Fund or Capital Fund Program Awards. Both of these are integral components of AHA's FY 2011 Budget which runs from July 2010 to June 2011. AHA will seek Board Approval of its FY 2011 Budget prior to the start of FY 2011 based on the best information available at the time and will provide its Board-approved FY 2011 budget under separate cover to HUD. In the meantime, AHA is providing its Board-approved FY 2010 Comprehensive Operating and Capital Budget for the period ending June 30, 2010. AHA will provide the FY 2011 Budget in a similar format.

AHA continues to be proud of its progress under MTW. AHA has successfully relocated approximately 3,000 families from distressed, obsolete communities, into better, quality living environments under QLI and continues to make targeted investments in the success of

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assisted households through connection to mainstream training, educational and supportive services by its Service Provider Network partners, Human Services providers and on-staff Client Services Counselors. Families have made tremendous progress in obtaining and maintaining work and getting enrolled in educational and training programs, despite the downturn in the economy. Further, AHA continues to engage and maintain relationships with excellent private sector developers, owners and landlords in the provision of market quality, mixed-income communities for families, seniors and persons with disabilities. As AHA embarks on FY 2011, we will continue to examine opportunities to expand the affordable housing resource in Atlanta while enhancing our economic viability and sustainability.

We appreciate the on-going relationship and support from HUD in realizing our goals under MTW as we continue our work here in Atlanta.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Renée Lewis Glover', with a long horizontal flourish extending to the right.

Renée Lewis Glover  
President and CEO

C: Ivan Pour (HUD, OPHI)  
Gene Geritz (HUD, AHA's MTW Program Manager)  
Mark Kemp  
Adrienne Walker  
Tarcha Blount  
Ada Holloway (Local HUD)





Healthy Mixed-Income Communities; Healthy Self-Sufficient Families

Atlanta Housing Authority  
FY 2011 CATALYST Implementation Plan

# FY 2011 CATALYST IMPLEMENTATION PLAN

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*Cecil Phillips  
Chairman  
AHA Board of Commissioners*

## **Board of Commissioners**

Cecil Phillips - Chairman  
Elder James Brown - Vice Chairman  
Justine Boyd  
Eva B. Davis  
Carol Jackson  
Margarette Paulyne Morgan White

## **Message from Chairman of the AHA Board of Commissioners**

Strategically investing in the creation of amenity-rich mixed-use, mixed-income communities where low income families can thrive is a big part of what the Atlanta Housing Authority does. We take the long view of this investment so that these families can have access to great educational and economic opportunities so they can achieve their version of the American Dream.

Since AHA became a Moving to Work agency in 2003, we have continued to raise our standards to better serve residents. MTW provides the innovation and flexibility that allows AHA to continue creating healthy, mixed-income, mixed-use communities across this great city, replacing the outdated and failed public-housing projects of the past. We now serve more self-sufficient families than ever before and MTW has been one of the biggest building blocks in that process.

Serving on the board of commissioners over the years and seeing families escape the cycle of poverty is rewarding. Improving lives and neighborhoods is really what it's about. On behalf of the Board of Commissioners, we are pleased and honored to help make Atlanta a better place to live for all of Atlanta's citizens.

*Cecil Phillips*

(Pictured): On August 20, 2009, Renée Lewis Glover, Atlanta Housing Authority's President and CEO, and Henry Cisneros, former Secretary of HUD during the Clinton administration, signed copies of *"From Despair to Hope: Hope VI and the New Promise of Public Housing in America's Cities."* Glover authored a chapter titled, *"The Atlanta Blueprint: Transforming Public Housing Citywide."*

## Message from the President and CEO

It was an honor to participate in a book signing event in Atlanta alongside Henry Cisneros (*featured photo*) on the release of a book he and Lora Engdahl co-edited entitled *"From Despair to Hope, HOPE VI and the New Promise of Public Housing in America's Cities."* From a number of perspectives, the book documents the evolution of the HOPE VI program, the transformational effect it had in a number of urban cities, and the many lessons learned from a real estate and human perspective that continue to shape national urban policy today. As one of several contributing writers, I had the privilege to communicate how HOPE VI was used in Atlanta, on a city-wide basis, to break away from the flawed social design of public housing and reverse the cycle of low expectations and poor outcomes.

Having received and successfully implemented a number of HOPE VI Revitalization grants, Atlanta Housing Authority (AHA) has taken the many lessons learned from this valuable program and has established a set of guiding principles to further develop its local housing model under Moving to Work (MTW). If you pair the HOPE VI and MTW programs together, there are several essential principles that have enabled the AHA to be innovative in the delivery of the affordable housing resource:

- **Local control and flexibility to set policy and design and deliver programs**
- **Flexibility to incent and support private sector partnerships, leverage public resources and maximize private investment**
- **Flexibility to establish expectations and standards, and make strategic investments that lead to empowerment and personal responsibility resulting in economic independence and self-sufficiency**

AHA's Fiscal Year 2011 MTW Plan describes a number of organizational priorities and supporting activities that further support the agency in realizing its vision of **"Healthy Mixed-Income Communities; Healthy Self-Sufficient Families."**

AHA believes the MTW Program is the right approach to thoughtful and responsible de-regulation. This flexibility, coupled with a thoughtful Business Plan, will yield great outcomes for families, neighborhoods and the nation.

  
Renée Lewis Glover

President and CEO, Atlanta Housing Authority

The Housing Authority of the City of Atlanta, Georgia (AHA), a public body corporate and politic created under the Housing Authorities Laws of the State of Georgia, is a diversified real estate company with a public mission and purpose. AHA achieves its mission by using various assets that provide affordable housing opportunities for low-income families in the City of Atlanta. AHA has broad corporate powers including, but not limited to, the power to acquire, manage, own, operate, develop and renovate housing, invest and lend money, create for-profit and not-for-profit entities, administer Housing Choice vouchers, issue bonds and develop commercial, retail and market rate properties that benefit affordable housing. Many of AHA's programs are funded, in part, and regulated by the U.S. Department of Housing and Urban Development (HUD) under the provisions of the U.S. Housing Act of 1937, as amended, as modified by AHA's Moving to Work Agreement dated September 23, 2003, as amended and restated effective as of November 13, 2008 and further amended on January 16, 2009. The MTW Agreement, as amended and restated and further amended, is referred to herein as the "Restated MTW Agreement" or "MTW Agreement."

## **PLAN FORMAT**

The format for the FY 2011 Plan is organized around seven major priorities: Revitalization Program; Project Based Rental Assistance as a Development Tool; Re-Engineering the Housing Choice Voucher Program; Asset Management; Human Development; Improving the Quality of Life at AHA Owned Residential Properties; and Business Transformation. The seven Priorities include a high-level discussion on strategic activities that will be implemented during FY 2011. With the exception of the Business Transformation, which is a new priority, the remaining six priorities are all on-going from FY 2008, 2009 and 2010 MTW Annual Plans.

The Plan also includes additional important sections as follows:

- Update on the successful completion of AHA's Quality of Life Initiative (QLI)
- Discussion of American Recovery and Reinvestment Act (ARRA) funds to improve the quality of life for AHA-assisted households who reside at AHA-owned Residential Properties
- AHA's plans to continue research and evaluation of AHA's MTW innovations for the balance of the terms of the Restated MTW Agreement.



- New Policy section which organizes and discusses the policy reforms AHA has adopted and implemented using its MTW authority. The Policy section also contains an overview of policies proposed to be adopted and implemented during FY 2011.

As a MTW agency, all activities and projects undertaken by AHA are MTW Activities. Under the requirements of AHA's MTW Agreement, in order to be eligible, these activities and projects must be set forth and described, on a cumulative basis, in AHA's base Business Plan and the subsequent Annual MTW Implementation Plans. These projects and activities are implemented by AHA as a single enterprise using a wide variety of funding sources including, but not limited to, MTW Funds; non-MTW Funds (e.g. HOPE VI Funds and ARRA Funds); Program Income; income earned by AHA from other activities; grants and funding from third parties (other than HUD)); and private funding sources. AHA's MTW Agreement and MTW Single Fund approach have allowed AHA to operate as an integrated business organization. This approach has eliminated the redundancy and inefficiency that resulted from the disparate program requirements of the Low Income Operating Funds and Housing Choice Voucher Funds. Using this integrated approach, AHA is in a better position to identify the affordable housing needs in the Atlanta community, craft strategies and solutions to meet those needs and achieve superior desired outcomes for AHA's customers and the City of Atlanta.

### ***Pioneering Efforts: AHA's Revitalization Program***

Since the start of Renée Lewis Glover's leadership at AHA in September 1994, the agency has chartered a bold new course and an ambitious vision to transform the delivery of affordable housing by ending the practice of concentrating low income families in the traditional public housing model through its comprehensive and strategic Revitalization Program. Under AHA's Revitalization Program, public housing-assisted households have been relocated, primarily to private housing using Housing Choice vouchers to close the gap for the cost of housing and utilities. A small number of households choose to relocate to other AHA-owned public housing developments. The distressed and obsolete housing projects are being demolished, the sites are being remediated and prepared for market rate quality mixed-use, mixed-income community development through partnerships with excellent private sector developers. Consistent with AHA's vision of **"Healthy Mixed-Income Communities; Healthy Self-Sufficient Families"**, AHA's Revitalization Program is designed to create communities where Atlanta's families, from every socio-economic status, can live, learn, work and play, as they pursue their



version of the American dream. AHA believes that every person has unlimited human potential and promise, but the quality of his or her living environment impacts the outcome.

AHA's Revitalization Program is governed by **five guiding principles**:

1. End the practice of concentrating low income families in distressed and isolated neighborhoods.
2. Create healthy mixed-use, mixed-income (children-centered) communities using a holistic and comprehensive approach to assure long-term market competitiveness and sustainability of the community and to support excellent outcomes for families, (especially children), with emphasis on excellent, high performing neighborhood schools and high quality of life amenities, including first-class retail and green space.
3. Create mixed-income communities with the goal of creating market rate communities with a seamlessly integrated affordable residential component.
4. Develop communities through public/private partnerships using public and private sources of funding and private sector real estate market principles.
5. Support participants with adequate resources so they can achieve their life goals, focusing on self-sufficiency and educational advancement of the children with expectations and standards for personal responsibility benchmarked for success.

Since 1994, AHA has been positioned to deconcentrate poverty through implementing its Revitalization Program. AHA has leveraged HOPE VI and other public housing development funds, its land, and its operating subsidies to facilitate, partnerships with private sector developers and owners the availability of quality affordable housing opportunities in mixed-use, mixed-income communities throughout Atlanta. As a result, once distressed public housing projects and their surrounding neighborhoods throughout the City of Atlanta have been transformed to healthy, economically integrated communities with great neighborhood schools and other wonderful quality of life amenities. The real estate and human development outcomes have been outstanding. Where distressed projects once stood are now healthier, economically integrated, amenity-rich communities, with increased real estate values, dramatically lower rates of crime, improved student and school performance and substantially

higher participation in the workforce by the assisted-households enjoying these new Atlanta communities.

### ***Moving to Work Demonstration***

Having moved from troubled agency status in 1994 to high performer status in 1999 and sustaining that status thereafter, AHA applied for and received its coveted Moving to Work (MTW) designation in 2001. MTW is a demonstration program established by Congress in 1996 and administered by HUD, giving participating public housing agencies the flexibility to design and test various approaches for facilitating and providing quality affordable housing opportunities in their localities. After protracted negotiations with HUD, AHA executed its MTW Agreement with HUD on September 23, 2003, the initial period of which was effective from July 1, 2003 through June 30, 2010. In response to HUD's decision to expand and extend the demonstration period until June 30, 2018, AHA and HUD negotiated and executed an Amended and Restated MTW Agreement, effective as of November 13, 2008, and further amended by that certain Second Amendment to the Moving to Work Agreement, effective as of January 16, 2009. The second amendment (a) reinstates AHA's ability to invest MTW Funds in certain types of real estate transactions, and (b) reaffirms that AHA's MTW Funds may be used for MTW Eligible Activities (as defined in the Restated MTW Agreement) and for low-income families beyond the limitations of Section 8 and Section 9 of the U.S. Housing Act of 1937, as amended (1937 Act). AHA and HUD agreed that the Restated MTW Agreement may be automatically extended for additional ten-year periods, subject to HUD's approval and AHA meeting certain agreed upon conditions. Under the Restated MTW Agreement, AHA combines its low income operating funding, housing choice voucher funds and certain capital funds into a single fund (MTW Single Fund or MTW Funds) which may be expended on MTW Eligible Activities.

AHA's program design for implementing its Restated MTW Agreement leverages the guiding principles, the best practices and lessons learned from AHA's Revitalization Program. The Restated MTW Agreement continues to provide substantial statutory and regulatory relief under the 1937 Act, and reaffirms, extends and expands the statutory and regulatory relief provided under AHA's original MTW Agreement. The Restated MTW Agreement forms the statutory and regulatory framework for AHA to carry out its work during the term of the Restated MTW Agreement, as it may be extended, as set forth in AHA's Business Plan, and as amended from time to time.

## ***AHA's Business Plan***

In 2004, AHA submitted to HUD its first Business Plan, using this new statutory and regulatory framework (herein referred to as the “Business Plan” or “CATALYST Plan”). AHA’s Business Plan and its subsequent annual MTW implementation plans on a cumulative outline AHA’s priority projects, activities and initiatives to be done during each fiscal year.

Fiscal Year 2011 represents AHA’s eighth year of participation in the MTW Demonstration. The agency has made substantial strides in achieving its vision guided by the **three primary goals under the AHA Business Plan**:

1. **Quality Living Environments** – Provide quality affordable housing in healthy mixed-income communities with access to excellent quality of life amenities.
2. **Self-sufficiency** – (a) Facilitate opportunities for families and individuals to build wealth and reduce their dependency on subsidy, ultimately becoming financially independent; (b) facilitate and support initiatives and strategies to support great educational outcomes for children; and (c) facilitate and support initiatives that enable elderly and persons with disabilities to live independently with enhanced opportunities for aging well.
3. **Economic Viability** – Maximize AHA’s economic viability and sustainability.

AHA submits its annual CATALYST Implementation Plan to HUD after assessing the affordable housing needs within its jurisdiction; considering financial and other resources; and soliciting input from AHA-assisted households, local officials, community stakeholders and the general public with consultation through a public hearing process. After AHA submits the Plan to HUD, it is reviewed for consistency with AHA’s Restated MTW Agreement.

When HUD approves the annual CATALYST Implementation Plan, the approval is deemed to be cumulative and remains in effect for the duration of the Restated MTW Agreement period, as it may be extended from time to time.



AHA's Vision of **"Healthy Mixed-Income Communities; Healthy Self-Sufficient Families"** is the focus for the Fiscal Year (FY) 2011 CATALYST Implementation Plan (herein the "FY 2011 MTW Annual Plan" or the "FY 2011 Plan"). Guided by AHA's vision, guiding principles and Business Plan goals, the FY 2011 Plan provides an overview of the proposed strategic activities that AHA will implement during FY 2011 using the authority under its Restated MTW Agreement. Consistent with the MTW Statutory Goals, as stated below, AHA will continue to use the statutory and regulatory relief and flexibility afforded under the Restated MTW Agreement to advance its local affordable housing strategies and the following seven Business Plan Priorities: (1) Revitalization Program; (2) Project Based Rental Assistance as a Development Tool; (3) Re-Engineering the Housing Choice Voucher Program; (4) Asset Management; (5) Human Development; (6) Improving the Quality of Life at AHA-Owned Residential Properties; and (7) Business Transformation.

**MTW Statutory Goal 1: Reduce Costs and Achieve Greater Cost Effectiveness in Federal Expenditures**

- AHA will continue to leverage its funds and other assets to incent strong and strategic partnerships with private sector developers, investors and other stakeholders in long-term public/private real estate deals utilizing private sector business principles to create and support quality, sustainable and viable living environments.
  - ➡ **See Related Business Plan Priorities: Revitalization Program and Asset Management**
- To achieve better operating efficiency and effectiveness, AHA will strengthen its business processes, systems, policies and procedures; thereby supporting its continued transformation into a diversified real estate company with a public mission and purpose.
  - ➡ **See Related Business Plan Priority: Business Transformation**

**MTW Statutory Goal 2: Give Incentives to families with children where the head of household is working, seeking work or is preparing for work by participating in job training, educational programs or programs that assist people to obtain employment and become economically self-sufficient**

- AHA will continue making long-term careful and prudent investments in families, working in collaboration with excellent human service providers and community based organizations, to facilitate employment and building economic independence and self-sufficiency.
  - ➡ **See Related Business Plan Priorities: Human Development; Re-engineering the Housing Choice Program**

### **MTW Statutory Goal 3: Increase Housing Choices for Low-Income Families**

- AHA, in partnership with private sector development partners and private owners, will expand the availability and quality of affordable housing seamlessly integrated in high quality, market competitive mixed-income communities and other desirable neighborhoods in and around the City of Atlanta for families, seniors and persons with disabilities.
  - ➔ **See Related Business Plan Priorities: Revitalization Program, Project Based Rental Assistance as a Development Tool, Re-Engineering the Housing Choice Program and Improving the Quality of Life at AHA-owned Residential Properties**
- AHA will improve the quality of the product and quality of life at AHA-owned residential properties with a focus on creating desirable, amenity-rich living spaces where seniors and persons with disabilities can live and age well.
  - ➔ **See Related Business Plan Priorities: Improving the Quality of Life at AHA-owned Residential Properties and Human Development**

### ***MTW REFORMS & INNOVATIONS AT A GLANCE***

The following “At a Glance” overview highlights key innovations or reforms AHA has implemented as a result of its participation in the MTW Demonstration. The key reform categories are:

- **Use of MTW Funds** – Describes the use of MTW Funds to support MTW Eligible Activities (as defined in the Restated MTW Agreement), including, but not limited to, providing gap financing to support the development or rehabilitation of mixed-income rental communities as a part of an AHA-sponsored revitalization plan or the development or modernization of mixed-income rental developments by other private owners and developers.
- **Housing Choice Voucher Program Reforms** - AHA has used its authority under the Restated MTW Agreement to implement local changes of policies, business processes, systems and operating procedures for the administration of AHA’s Housing Choice Voucher Program (HCVP). The goals of the HCVP transformation using private sector best practices, principles and operational discipline are to (i) attract quality landlords and properties to the Program; (ii) improve customer service; (iii) improve operating effectiveness and efficiency; and (iv) gain greater acceptance of the Program throughout the City of Atlanta. The local changes have focused on eliminating obstacles and solving

problems which have adversely affected the acceptance and use of vouchers in lesser impacted neighborhoods, e.g. AHA Submarket Payment Standards; Leasing Incentive Fees, higher expectations and standards for AHA-assisted households and the use of conventional real estate standards and requirements for landlords. AHA has also adopted changes in policies that have fixed the amount of the Total Tenant Payment to be no more than 30% of Adjusted Income in order to stabilize the amount a Housing Choice participant pays for rent and utilities.

- **Housing Policy Reforms** – Outlines a number of policies that AHA has instituted under its Restated MTW Agreement that promote household accountability and responsibility, self sufficiency and over time, reduces the level of subsidy needed to support the households.
- **Expanding Housing Opportunities** – This reform highlights innovations implemented to expand the availability of affordable housing seamlessly integrated in market quality mixed-income communities and neighborhoods using market principles and approaches in administering the subsidy and landlord/tenant relations.
- **Self-Sufficiency** – Highlights a number of initiatives and programs that further promote client self-sufficiency while improving operational efficiency and effectiveness by leveraging MTW Funds, grants and other public/private resources with strategic partners.
- **Corporate Support** – Provides an overview of organization-level operational enhancements that improve AHA’s financial and business operations.

Most of the reforms that follow, with the exception of the Local Asset Management Program, exercise the authorizations included in AHA’s Restated MTW Agreement Attachment D (Legacy and Community-Specific Authorizations). The Local Asset Management Program exercises the authority in the First Amendment to AHA’s Restated MTW Agreement. Within each reform category is a discussion of innovations or policies developed exercising the authority under AHA’s Restated MTW Agreement and highlights one or more of the three MTW Statutory goals.



The three MTW Statutory goals are:

- |                              |   |
|------------------------------|---|
| <b>MTW Statutory Goal 1:</b> | Increase housing choices for low-income families  |
| <b>MTW Statutory Goal 2:</b> | Reduce costs and achieve greater cost effectiveness in Federal Expenditures   |
| <b>MTW Statutory Goal 3:</b> | Give incentives to families with children where the head of household is working, seeking work or is preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient |

## Atlanta Housing Authority MTW Innovations at a Glance

### Use of MTW Funds

**MTW Agreement Provision:** Attachment D, Section V.

– Single Fund Budget with Full Flexibility

**Second Amendment, Section 2.**

– Use of MTW Funds

**Second Amendment, Section 3.**

– Reinstatement of “Use of MTW Funds” Implementation Protocol

- **MTW Single Fund** AHA has been able to combine its low-income operating funds, MTW Housing Choice voucher funds and capital funds (including certain development funds) into a “single” block grant. When so combined, the funds lose their programmatic restrictions and may be used to fund MTW eligible activities (as defined in the Restated MTW Agreement and more particularly described in AHA’s MTW Base Business Plan – submitted in FY2005 as amended (on a cumulative basis) by the Annual MTW Implementation Plans). As authorized under the MTW Agreement, the universe of MTW eligible activities may go beyond Section 8 and Section 9 of the 1937 Act, as long as such activities facilitate housing for “low-income” households, (i.e. households earning 80 percent or below the metropolitan Atlanta area median income) and related community building activities. Meets Statutory Goals 1, 2 and 3.

**(See Introduction section of Plan)**

- **Gap Financing** allows the agency to support real estate financial closings challenged by the need for investors and/or funders necessary for the completion of development projects. Meets Statutory Goals 1 and 2.

**(See Revitalization section of Plan)**

- **Use of MTW Funds in Affordable Residential with Private Owners** uses MTW Funds to invest in residential properties owned by private entities to facilitate the creation of mixed-income communities by supporting the development or rehabilitation of housing units that are affordable to low-income families. Leverages public/private investment to expand quality affordable housing. Meets Statutory Goals 1 and 2.

**(See Project Based Rental Assistance as a Development Tool section of Plan)**

## Atlanta Housing Authority MTW Innovations at a Glance

### Housing Choice Voucher Program Reforms

**MTW Agreement Provision:** Attachment D, Section VII – Establishment of Housing Choice Voucher Program

- **30% of Adjusted Income** guarantees that all HCVP participants' total tenant payments are only 30% of adjusted income. This innovation ensures uniformity of tenant payments regardless of the source of the AHA subsidy. This innovation also ensures the continued affordability of the HCVP. Meets Statutory Goals 1 and 3.  
(See [Re-engineering the Housing Choice Program section of the Plan](#))
- **Atlanta Submarket Payment Standards** were created using a market study conducted by a third-party real estate market analyst. These payment standards are used instead of HUD Fair Market Rents. Because the submarket payment standards are developed using comparable rents in the subject submarkets, such payment standards do not skew the rents paid in that submarket. This innovation has eliminated many financial barriers families often encounter during a housing search and gives participants additional financial leverage in leasing quality affordable housing. Meets Statutory Goals 1 and 2.  
(See [Re-engineering the Housing Choice Program section of the Plan](#))
- **Rent Reasonableness Determinations** are being conducted by the Asset Management Group using independent market analysis to establish the market equivalent rent for each residential unit in AHA's HCVP. AHA will achieve added value in all rent reasonableness determinations resulting in improved and consistent rent determination outcomes which will stabilize Housing Choice contract rents in line with the rental market and available subsidy resources. Meets Statutory Goal 2. (See [Re-engineering the Housing Choice Program section of the Plan](#))
- **Leasing Incentive Fee** was established to attract landlords and private owners in making housing available to low-income families in healthy mixed-income communities. In private markets, owners of Class A real estate often require security deposits and application fees to defray the costs of processing an application for an apartment. In response, AHA designed the Leasing Incentive Fee in order to eliminate these requirements as obstacles. This fee gives families greater leverage in being competitive to secure quality housing in the private market. Meets Statutory Goal 1. (See [Re-engineering the Housing Choice Program section of the Plan](#))



## Atlanta Housing Authority MTW Innovations at a Glance

### Housing Choice Voucher Program Reforms

MTW Agreement Provision: Attachment D, Section VII – Establishment of Housing Choice Voucher Program

- **Enhanced Inspection Standards** establishes interim and annual inspection “checkpoints” for enforcing both the landlords and participants’ responsibility in property upkeep and for re-evaluating neighborhood quality. This supports the need for improved accountability and responsibility of the participant and the landlord and works to improve the image and acceptance of the Housing Choice Program in communities. Meets Statutory Goals 1, 2, and 3. **(See Re-engineering the Housing Choice Program section of the Plan)**
- **Section 8 Voucher for Homeownership** allows qualified participants in the Housing Choice tenant-based program to use their voucher for mortgage payment assistance. Facilitates participants’ upward movement from renting to homeownership. Statutory Goals 1 and 3 **(See Revitalization section of the Plan)**
- **Project-Based Rental Assistance (PBRA) Site Based Administration** operates as a distinct and separate program from the Housing Choice tenant-based program and moves from the PHA-managed model under the traditional Housing Choice Project-Based Voucher Program. Allows AHA to enter into long-term PBRA Agreements with owner entities of quality multifamily rental developments (which include developments for the elderly and persons with disabilities) whose professional management companies have the full responsibility of administering all aspects of PBRA eligibility, admissions and occupancy at the property level. Meets Statutory Goal 2. **(See Asset Management section of the Plan)**

## Atlanta Housing Authority MTW Innovations at a Glance

### Local Reform of Housing Policies

**MTW Agreement Provision:**      **Attachment D, Section I.O – General Conditions**  
   **Attachment D, Section III. – Occupancy Policies**

- **Work Requirement Policy** dictates that one non-elderly (18 to 61 years old), non-disabled adult household member must maintain continuous full-time employment with a minimum of 30 hours per week as a condition of the housing subsidy. All other non-elderly, non-disabled adult household members must also maintain full-time employment with a minimum of 30 hours per week or participate in a combination of school, job training and/or part-time employment as condition of the household's eligibility to receive subsidy assistance. This policy establishes an expectation and standard that reinforces the importance and necessity for work to achieve economic independence and self-sufficiency. Meets Statutory Goals 2 and 3.  
(See MTW Enabled Policies section of the Plan)
- **\$125 Minimum Rent Policy** raises standards of responsibility for public housing residents and Housing Choice participants while increasing tenant contributions towards rent. This policy does not apply to households in which all members are either elderly and/or disabled whose sole source of income is Social Security, SSI, or other fixed annuity pension or retirement plans. These exempted households are still responsible for paying rent based upon 30% of their monthly adjusted income for rent and utilities, or if the public housing assisted resident elects the Affordable Fixed Rent. Meets Statutory Goals 2 and 3.  
(See MTW Enabled Policies section of the Plan)
- **Elderly Income Disregard Policy** allows a elderly person, as defined by AHA, to work without being penalized or having to calculate the employment income when determining rental assistance. The disregard is eligible only when the elderly person's sole source of income is Social Security, SSI, and/or other fixed annuity pension or retirement plan income. This policy is applicable to all AHA housing assistance programs. This innovation encourages Aging Well and self-sufficiency. Meets Statutory Goal 3.  
(See MTW Enabled Policies section of the Plan)

## Atlanta Housing Authority MTW Innovations at a Glance

### Local Reform of Housing Policies

**MTW Agreement Provision:** Attachment D, Section I.O – General Conditions  
Attachment D, Section III. – Occupancy Policies

- **Non-Elderly Disabled Income Disregard Policy** allows a non-elderly person with a disability, as defined by AHA, whose sole source of income is Social Security, SSI, and/or other fixed annuity pension and retirement plan income to work without being penalized or having to calculate the employment income when determining rental assistance. This policy is applicable to all AHA housing assistance programs and encourages self-sufficiency. Meets Statutory Goal 3.  
(See MTW Enabled Policies section of the Plan)
- **Elderly Admissions Preference Policy** is applicable to public housing-assisted units in communities for elderly (62 years or older), almost elderly (55 to 61 years old) and non-elderly disabled and allows the admission of four elderly or almost elderly applicants from the waiting list before admitting a non-elderly disabled applicant. By creating an optimal mix of elderly, almost elderly and non-elderly disabled residents in a community, this policy addresses the complex social issues associated with mixing the populations. Meets Statutory Goals 1 and 2.  
(See MTW Enabled Policies section of the Plan)
- **Rent Simplification Policy** AHA developed AHA Standard Deductions that are higher than HUD's standard deductions for determining adjusted annual income. The significance of this reform is that AHA's Standard Deductions are more generous and equitable because all AHA-assisted families benefit from the policy. This reform also eliminates the need to consider other deductions as a standard procedure but does make provisions for catastrophic hardships. Operationally, the intent of this policy is to reduce errors and the administrative burden associated with the verification of other deductions and dealing with potential fraud. Meets Statutory Goals 2 and 3.  
(See MTW Enabled Policies section of the Plan)
- **Housing Choice Voucher Homeownership Policy** gives AHA the flexibility to establish its own procedures and requirements for eligible families to participate in the Housing Choice Homeownership or Homeownership Self-Sufficiency Program. The requirements are aligned to support the long-term success of low-income families achieving their dream of homeownership. Meets Statutory Goals 1 and 3.  
(See MTW Enabled Policies section of the Plan)



## Atlanta Housing Authority MTW Innovations at a Glance

### Expanding Housing Opportunities

MTW Agreement Provision:	Attachment D, Section V.	– Single Fund Budget with Full Flexibility
	Attachment D, Section VII.	– Establishment of Housing Choice Voucher Program
	Attachment D, Section VII, B.	– Simplification of the Process to Project-Base Section 8 Vouchers
	Attachment D, Section VIII, C.	– Simplification of the Development and Redevelopment Process

- **Revitalization Program** further facilitates AHA’s development and redevelopment activities with private sector development partners and leverage public and private resources. AHA is able to develop and adopt its own policies and procedures to determine and control major development decisions, to include replacing HUD’s Total Development Cost (TDC) limits. This streamlined and simplified process allows AHA to be more nimble and responsive in a dynamic real estate market in the creation or rehabilitation of mixed-income communities. Meets Statutory Goals 1 and 2.

**(See Revitalization section of the Plan)**

- **Development of Alternative & Supportive Housing Resources** uses AHA’s single fund to support the development of, or facilitate through private sector developers, service enriched housing for seniors and persons with disabilities. This addresses the lack of affordable, supportive housing to allow these populations to age in place. Meets Statutory Goals 1 and 2.

**(See Revitalization section of the Plan)**

- **Quality of Life Initiative** enables AHA to relocate families from 12 large, isolated, distressed and obsolete public housing developments to better quality housing in lesser impacted neighborhoods with better amenities. Residents have the opportunity to select living environments that are equipped with desired amenities and neighborhood resources. Meets Statutory Goals 1, 2, and 3.

**(See Quality of Life Initiative Status section of the Plan)**

## Atlanta Housing Authority MTW Innovations at a Glance

### Expanding Housing Opportunities

MTW Agreement Provision:	Attachment D, Section V.	– Single Fund Budget with Full Flexibility
	Attachment D, Section VII.	– Establishment of Housing Choice Voucher Program
	Attachment D, Section VII, B.	– Simplification of the Process to Project-Base Section 8 Vouchers
	Attachment D, Section VIII, C.	– Simplification of the Development and Redevelopment Process

- **Project-Based Rental Assistance as a Development Tool** is where AHA uses PBRA as a financial incentive and financing tool by providing a renewable rental subsidy to private sector developers and owners to commit a percentage of units as affordable in quality market-rate multifamily developments. PBRA also enhances developers and owners' competitive applications for the State's Low Income Housing Tax Credits Program for the provision of affordable rental housing. Enables AHA to leverage Federal funds with other public and private investment to expand the affordable housing resource. Meets Statutory Goals 1 and 2. **(See Project Based Rental Assistance as a Development Tool section of the Plan)**
- **Housing Choice Voucher Program Reforms continues** the transformation of AHA's Housing Choice Voucher Program into a world class operation focused on identifying quality affordable housing opportunities in healthy neighborhoods; streamlining its internal business processes, systems, operations and service delivery practices utilizing its MTW flexibility to reduce the financial and administrative burden of managing the program; while creating incentives for families to achieve and maintain economic independence, improving quality of life and self-sufficiency with a goal of developing greater acceptance of the program in Atlanta communities and neighborhoods. Meets Statutory Goals 1 and 2. **(See Re-engineering the Housing Choice Voucher Program section of the Plan)**

## Atlanta Housing Authority MTW Innovations at a Glance

### Self Sufficiency

<b>MTW Agreement Provision:</b>	<b>Attachment D, Section IV. – Self-sufficiency/supportive services</b> <b>Attachment D, Section V. – Single Fund Budget with Full Flexibility</b>
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- **Work Requirement Policy** dictates that one non-elderly (18 to 61 years old), non-disabled adult household member must maintain continuous full-time employment with a minimum of 30 hours per week as a condition of the housing subsidy. All other non-elderly, non-disabled adult household members must also maintain full-time employment with a minimum of 30 hours per week or participate in a combination of school, job training and/or part-time employment as condition of the household's eligibility to receive subsidy assistance. This policy establishes an expectation and standard that reinforces the importance and necessity for work to achieve economic independence and self-sufficiency. Meets Statutory Goals 2 and 3.

**(See Human Development section of the Plan)**

- **Human Development & Support Services** are being provided by social service professionals through individualized coaching and counseling to families impacted by the AHA revitalizations, QLI relocation activities, and to those clients who are non-compliant with the work requirement. By using MTW and HOPE VI funds to pay for these vital services to families in both the Public Housing and Housing Choice Programs, a variety of generational barriers to self-sufficiency are being minimized and/or removed; giving the families more support in achieving family goals. Meets Statutory Goal 3.

**(See Human Development section of the Plan)**

- **Good Neighbor Program** is an instructional program established by AHA in conjunction with Georgia State University that provides curriculum based training to AHA participants on the roles and responsibilities of being a good neighbor. The program components have been extremely beneficial to families relocating from public housing projects into lesser impacted, amenity enriched neighborhoods using the HCVP. This innovative program leverages MTW Funds with Georgia State University resources to support the implementation of this training. Meets Statutory Goals 2 and 3.

**(See Human Development section of the Plan)**

## Atlanta Housing Authority MTW Innovations at a Glance

### Self Sufficiency

**MTW Agreement Provision:** Attachment D, Section IV. – Self-sufficiency/supportive services  
Attachment D, Section V. – Single Fund Budget with Full Flexibility

- **Service Provider Network** is a group of social service agencies formed by AHA to support family and individual self-sufficiency. Leveraging MTW Funds with the resources from these established organizations, AHA has been able to provide employment options and opportunity, job training, GED programming, post secondary education opportunities, dental, physical and mental health referrals, and other connections that have supported family success. Meets Statutory Goals 2 and 3.  
(See Human Development section of the Plan)
- **Rapid Response Foreclosure Team** proactively responds to Housing Choice participants adversely impacted by private property owner foreclosures and other emergencies, natural disaster or property abatement. Using MTW Funds to establish the team, AHA has been able to provide a continuum of support leading to the resettlement of impacted families into new living environments while creating operational efficiencies by establishing processes, procedures and protocols to improve response times in handling these time-sensitive moves. Meets Statutory Goal 2.  
(See Human Development section of the Plan)
- **Place-Based Supportive Services Strategy Pilot** was created in collaboration with the Atlanta Regional Commission and other partners, leveraging grant funds, MTW Funds and other resources to create a service-enriched living environment for seniors and persons with disabilities in targeted high-rise communities using the NORC (Naturally Occurring Retirement Community) model. Based on the best practices derived from the pilot, AHA will implement the innovative NORC model in other senior high-rise communities. Meets Statutory Goal 2.  
(See Human Development section of the Plan)
- **Comprehensive Homeownership** is being established at AHA using its own policies, procedures, eligibility and participation requirements, including changes to the HUD Family Self-Sufficiency Program requirements. This new program approach and design will support and sustain a more successful home ownership program at AHA. Meets Statutory Goals 2 and 3. (See Revitalization section of the Plan)

## Atlanta Housing Authority MTW Innovations at a Glance

### Corporate Support

MTW Agreement Provision:	Attachment D, Section V.	– Single Fund Budget with Full Flexibility
	Attachment D, Section VII., C.	– Demonstration Program on Project-Based Financing
	First Amendment, Section 6	– Local Asset Management Within MTW

- Maximizing the Power of Technology** allows AHA will use its MTW Funds to link its information technology, financial, procurement, data and its business system infrastructure into an integrated data-centric environment. This overarching strategy will improve AHA's ability to use data as intelligence to inform and improve its business decisions. AHA will create a comprehensive, integrated and relational database that will empower the organization to be more strategically focused on business systems integration and the corresponding linkages that will make AHA a 21st Century real estate business enterprise. Meets Statutory Goal 2. **(See AHA Business Transformation section of the Plan)**
- Reformulating the Subsidy Arrangement in AHA-sponsored Mixed-Income, Mixed-Finance Communities** is where AHA is exploring strategies for reformulating the subsidy arrangement for AHA-sponsored mixed-finance, mixed-income communities from public housing operating subsidy to PBRA in order to sustain and preserve investments in these multi-family rental communities to ensure their continued viability and market competitiveness. Meets Statutory Goal 2. **(See Asset Management section of the Plan)**
- Local Asset Management Program** defines how AHA has designed its Local Asset Management Program, including project-based property management, budgeting, accounting and financial management of AHA-owned public housing assisted properties and public housing assisted units in mixed-income communities, and the other aspects of its business operations, based on AHA's Business Plan. AHA's Local Asset Management Program is more comprehensive in scope than HUD's asset management requirements. Meets Statutory Goal 2. **(Submitted and HUD approved in AHA's FY 2010 MTW Plan)**



# Atlanta Housing Authority President and CEO First to Close the Chapter on Atlanta's Public Housing

As the first building in Bowen comes down, Renée Lewis Glover, President and CEO of Atlanta Housing Authority, describes her vision for Atlanta communities and healthy, self-sufficient families.

On June 3, 2009, the Atlanta Housing Authority made history as it began demolition of Bowen Homes, one of Atlanta's oldest and most notorious public housing communities.

Bowen Homes was built in 1964, at a time when public housing was standard transitional housing for people seeking to move out of poverty. Eventually, public housing became warehouses of concentrated poverty, and Bowen Homes was one of the worst; filled with crime, violence, school failure, and record unemployment.

During FY 2007, AHA embarked on an initiative to relocate families from deteriorating and obsolete public housing developments to better quality housing in mixed-income communities. This "Quality of Life Initiative" or QLI, targeted approximately 2,700 households in 12 distressed public housing developments (10 large family developments and two senior high-rise developments as listed below). By February 2010, AHA had successfully completed the relocation of the families.

The implementation of QLI revealed several meaningful lessons for AHA:

**Lesson 1:** The families desired to move! Overwhelmingly, impacted families embraced the Quality of Life Initiative and were eager to move into safer, better quality living environments. Findings from a survey of families during pre-relocation meetings and during the relocation process underscored their eagerness to relocate which enabled AHA to complete Phase I and Phase II on or ahead of schedule.

**Lesson 2:** The need for human development and support services is critical. The effect on families living in concentrated poverty is detrimental and erodes self-worth. The services and resources provided through AHA's Human Development and Support Service Providers and the Service Provider Network is a necessary bridge for families transitioning into the mainstream who require intensive and on-going support to adjust to their new neighborhoods, connect with new schools and develop and implement their families' plans for success. This includes the need for affordable child-care, health services, financial assistance programs and transportation assistance. Human Development is certainly a concept and a need that requires more local and national attention, particularly since public housing agencies do not receive funding for these important needs. It has only been as a result of the MTW Single Fund that has allowed AHA to leverage its financial resources with other organizations to support this activity under QLI. On the local level, AHA will continue working in concert with Atlanta leaders, service providers and partners to examine ways to further leverage resources to continue facilitating linkages for families.

**Lesson 3:** Using its authority under the Restated MTW Agreement, AHA has improved its financial position as a result of changing the composition and mix of its portfolio, especially by demolishing AHA-owned distressed and obsolete public housing developments, thereby substantially reducing the operating and capital costs associated with managing these troubled projects. Additionally, AHA has applied for and received Housing Choice vouchers to support the relocation of affected households and to replace a portion of the demolished housing units that are otherwise not funded and replaced through the development of mixed-income communities.

## QLI Highlights:

QLI occurred in two phases as outlined in the following two charts.

- Phase I relocations involved approximately 702 households from five family communities:

Phase I Relocation				
Property	Affected Households	Start Date	End Date	Status
Englewood Manor	311	7/31/2007	2/29/2008	Completed
Jonesboro North	98	7/31/2007	1/31/2008	Completed
Jonesboro South	146	8/6/2007	1/31/2008	Completed
Leila Valley	117	4/18/2007	11/30/2007	Completed
U-Rescue Villa	71	7/31/2007	1/31/2008	Completed
<b>TOTAL</b>	<b>743*</b>			

\*702 households relocated successfully. 42 households were either evicted, deceased, or skip moved without notifying AHA.

- Phase II involved the relocation of over 2,000 households from five family developments and two senior highrises:

Phase II Relocation				
Property	Affected Households	Start Date	Scheduled End Date	Status
Bowen Homes	539	7/1/2008	8/31/2009	Completed 5/31/09
Bankhead Courts	337	8/1/2008	7/31/2009	Completed 6/30/09
Thomasville Heights	329	8/1/2008	7/31/2009	Completed 6/30/09
Herndon Homes	250	1/1/2009	12/31/2009	Completed 10/30/09
Hollywood Courts	187	1/1/2009	12/31/2009	Completed 8/31/09
Roosevelt House Highrise	228	5/1/2009	2/28/2010	Completed 1/15/10
Palmer House Highrise	220	5/1/2009	2/28/2010	Completed 12/31/09
<b>TOTAL</b>	<b>2,090*</b>			

\*1919 households relocated successfully. 171 households were either evicted, deceased, or skip moved without notifying AHA.

#### **Assistance Families Received to Help Them Through the Relocation Process**

- All relocated families are being provided a minimum of 27 months of coaching and counseling through Human Development & Support Service Providers. Each family was assigned a Family Support Coordinator who worked with the family prior to, during, and

after the relocation process to ensure that the entire household was connected to needed services to achieve family success. Examples of service connections included childcare, job training, educational enhancement and job placement assistance. Families were also coached through the process of crisis management and resolving difficult family situations which also aided in the relocation process and the family's adjustment to their new living environments.

- **AHA engaged QLI-impacted families in the “Connecting the Dots for a Successful Relocation” seminar series.** The series was designed to equip families with knowledge and information to ensure a seamless relocation process. Families attended the following courses prior to their relocation:
  - Understanding How the Housing Choice Voucher Works
  - Understanding Relocation and Moving Benefits
  - Understanding the Housing Choice Home Inspection Process
  - Moving Made Easy: Ensuring a Successful Move
  - Adjusting to a New Living Arrangement: Managing Utilities
  - Adjusting to a New Living Arrangement: Community Expectations
  - Adjusting to a New Living Arrangement: Housekeeping
  - Maintaining a Good Relationship with my Landlord
- **Prior to their relocation, QLI-impacted families were also required to participate in the Good Neighbor Training Program conducted in partnership with Georgia State University (GSU).** The Good Neighbor Training Program curriculum and training provides a variety of learning opportunities that equip families to understand their role and responsibility in being a good neighbor and to further promote a successful transition into either single or multifamily communities. The program included intensive full-day training on the following topics: *“Sustaining Neighborhoods through Community Expectations”*, *“Conflict Resolution & Problem Solving”*, and *“The Value of Life-Long Learning”*.

#### **Ongoing Support for QLI Impacted Families**

- AHA is committed to ensuring that families who need it have a continuum of support after the 27 months of coaching and counseling. Families with hardships will have continued access to Human Development & Support Service providers.
- AHA is also implementing the **Empowering Your S.E.L.F. through the Good Neighbor Outreach Initiative** to further promote lifelong learning and families' connection to the mainstream. This initiative is designed to provide constant and consistent informational and training opportunities to Housing Choice participants to include seminars such as “Understanding and Maintaining Community Expectations”, “Financial Literacy for Personal

and Family Success”, “Living Healthy Lifestyles”, and “Developing and Maintaining Healthy Relationships”. AHA will partner with members of the Service Provider Network and other established community based service providers to ensure a dynamic and rigorous curriculum for participants.

### Where did the families move?

The following charts illustrate the disbursement of QLI impacted households. The first chart shows by property the number of families that chose other affordable housing opportunities within the City of Atlanta versus outside of the City. The chart also shows the number of families that are no longer on the program for the reasons identified, and instances where households elected to split and each receive a Housing Choice Voucher to move to a location of their choice.

Property Name	In Atlanta	Outside Atlanta	Not Relocated**	Split Households***	Totals
<b>Phase I</b>					
Englewood Manor	214	72	19	6	<b>311</b>
Jonesboro North	67	21	7	3	<b>98</b>
Jonesboro South	99	34	7	6	<b>146</b>
Leila Valley	88	19	8	2	<b>117</b>
U-Rescue Villa	43	24	1	3	<b>71</b>
<b>Phase I Total</b>	<b>511</b>	<b>170</b>	<b>42</b>	<b>20</b>	<b>743</b>
<b>Percentages</b>	<b>69%</b>	<b>23%</b>	<b>6%</b>	<b>3%</b>	
<b>Phase II</b>					
Bowen Homes	467	47	21	4	539
Thomasville Heights	262	36	26	5	329
Bankhead Courts	272	26	39	0	337
Herndon Homes	203	18	27	2	250
Hollywood Court	145	11	31	0	187
Palmer House	173	27	20	0	220
Roosevelt House	195	26	7	0	228
<b>Phase II Total</b>	<b>1717</b>	<b>191</b>	<b>171</b>	<b>11</b>	<b>2090</b>
<b>Percentages</b>	<b>82%</b>	<b>9%</b>	<b>8%</b>	<b>1%</b>	

\*\* Instances where heads of households were deceased, evicted or skip moved (i.e. moved without notifying AHA).

\*\*\* Households that received two vouchers allowing families within the household to separate at their election.



The charts that follow shows the disbursement of relocated families by zip code within the City of Atlanta, other areas in Georgia and for those who relocated out of state. As noted in these charts, the majority of the families remained within the City of Atlanta. Additionally, the numbers in these charts will not coincide with the chart on the preceding page, since the following charts include Split Households that moved during the QLI relocation.

***Location of Relocated QLI Phase I & II Residents as of February 28, 2010***

***INSIDE ATLANTA***

**Total Number of Residents: 2251**

INSIDE ATLANTA	
Zip Code	Households
30303	8
30305	10
30307	11
30308	59
30309	23
30310	329
30317	34
30318	322
30319	4
30324	38
30326	1
30327	21

INSIDE ATLANTA	
Zip Code	Households
30311	290
30312	129
30313	20
30314	125
30315	365
30316	55
30328	1
30331	259
30334	1
30336	1
30354	113
30363	32

**Location of Relocated QLI Phase I & II Residents as of February 28, 2010**

**METRO ATLANTA/GEORGIA**

METRO ATLANTA/GEORGIA		
Zip Code	City, State	Households
30008	Marietta	1
30016	Covington	1
30021	Clarkston	10
30030	Decatur	4
30032	Decatur	38
30033	Decatur	2
30034	Decatur	27
30035	Decatur	12
30038	Lithonia	2
30045	Lawrenceville	1
30058	Lithonia	4
30060	Marietta	1
30062	Marietta	1
30067	Marietta	1
30076	Roswell	2
30079	Scottsdale	1
30080	Smyrna	2
30083	Stone Mt.	7
30084	Tucker	1
30088	Stone Mt.	5
30093	Norcross	1
30096	Duluth	1
30106	Austell	2
30122	Lithia Springs	1
30126	Mableton	2
30127	Powder Springs	2
30135	Douglasville	2

METRO ATLANTA/GEORGIA		
Zip Code	City, State	Households
30152	Kennesaw	1
30168	Austell	8
30180	Villa Rica	1
30213	Fairburn	3
30220	Grantville	1
30228	Hampton	1
30236	Jonesboro	2
30238	Jonesboro	1
30248	Locust Grove	1
30252	McDonough	1
30260	Morrow	2
30268	Palmetto	1
30273	Rex	2
30274	Riverdale	2
30281	Stockbridge	2
30288	Conley	1
30291	Union City	22
30294	Ellenwood	5
30296	Riverdale	7
30297	Forest Park	4
30337	Atlanta	18
30344	East Point	58
30349	College Park Fulton/Clayton	61
30525	Clayton	1
30701	Calhoun	1
31087	Sparta	1
31415	Savannah	2
<b>Total</b>		<b>344</b>

## ***Location of Relocated QLI Phase I & II Residents as of February 28, 2010***

### **OUT OF STATE**

OUT OF STATE		
Zip Code	City, State	Households
01757	Milford, MA	1
10705	Yonkers, NY	1
11429	Jamaica Queens, NY	1
22901	Charlottesville, VA	1
23704	Portsmouth, VA	1
29609	Greenville, S.C.	1
32310	Tallahassee	1
33056	Miami Garden, FL	1
33142	Miami, FL	1
33181	Miami, FL	2
35904	Gadsden, AL	1
36863	Lanett, AL	1

OUT OF STATE		
Zip Code	City, State	Households
39074	Forest, MS	1
40258	Louisville, KY	1
43110	Canal Winchester, OH	1
44105	Garfield Heights, OH	1
44110	Cleveland, OH	1
55075	South Saint Paul, MN	1
60619	Chicago, IL	1
70115	New Orleans, LA	1
89119	Las Vegas, NV	1
92411	San Bernadino, CA	1
98467	University Pl, WA	1
98501	Olympia, WA	1
<b>TOTAL</b>		<b>25</b>

### **Ongoing Discussion of QLI in AHA's MTW Plans**

As a key priority activity since FY 2007, the success of the Quality of Life Initiative (QLI) has enabled AHA to further realize its vision of *Healthy Mixed-Income Communities; Healthy Self-Sufficient Families*. AHA's on-going discussion of QLI in its MTW Annual Plans will be covered under QLI Redevelopment in the Revitalization Program section. The on-going Human Development of all AHA- assisted households (which includes those impacted by QLI) is discussed in the Human Development section of the MTW Plan.

AHA will continue to focus on repositioning its conventional public housing developments into market-rate quality, mixed-use, mixed-income communities. For the last 15 years, AHA and its private sector development partners have continued to evolve AHA's mixed-income, mixed-finance development model used to create market-rate communities with a seamlessly integrated affordable residential component. Such communities are owned by public/private partnerships.

The two critical elements of the Revitalization Program are the real estate component and the human development component. The goal of the real estate component is for AHA, in partnership with excellent private sector developers, to create healthy and economically sustainable market-rate quality mixed-use, mixed-income communities. The goal of the human development component is to promote, through partnerships with excellent human development firms, economically independent families, educated youth, and healthy, self-sufficient elderly and persons with disabilities. This section of the Plan relates to the real estate development component; while the Human Development section of this Plan covers those activities that support successful outcomes for families.

The core of the real estate development program involves repositioning AHA's public housing developments employing any one or a combination of the following strategies to create quality mixed-income multifamily and for-sale housing: (1) major revitalization using HOPE VI and other public housing development funds as seed capital and AHA-owned land, as equity, to attract private sector developer participation and private investment; (2) major revitalization using Project Based Rental Assistance and the value of AHA-owned land as equity to attract private sector developer participation and private investment; (3) sale of AHA-owned land (including land swaps); (4) land banking; and/or (5) acquisitions.

During FY 2011, subject to financial and real estate market conditions and the availability of funding, AHA and its partners will continue to advance phases under the various Master Plans for the ongoing revitalization developments already underway, and pursue new mixed-income arrangements utilizing Project Based Rental Assistance as a development tool. Subject to conditions in the financial and real estate markets and other real estate and business activity in the surrounding neighborhoods, AHA will identify which of the 12 Quality of Life Initiative properties are ready for revitalization and will take the necessary and supporting steps to advance the process, including, but not limited to, issuing Request for Proposals to the private sector developer and investment communities, submitting disposition applications to HUD, and applying for HOPE VI, and/or Choice Neighborhoods or other federal grants as appropriate.

AHA will, if necessary and feasible, acquire improved or unimproved real estate in its jurisdiction in order to facilitate its revitalization program, support the creation of additional mixed-use, mixed-income communities, and support local revitalization initiatives to stabilize local neighborhoods. A listing of properties acquired by AHA is included in **Appendix F**.

Recognizing the dynamic Atlanta real estate market, AHA will consider and pursue, when appropriate, any attractive opportunity that furthers AHA's strategies, goals and objectives. Because AHA's Revitalization Program is focused on "community building," the scope of the Program is beyond housing. Each of the properties undergoing revitalization has a comprehensive master plan (Master Plan) which includes residential (both rental and for-sale), education (pre-k to high school), recreation, greenspace and parks, and retail and commercial uses. The mixed-use, mixed-income communities are child-centered developments; therefore, AHA and its development partners and stakeholders are working with the Atlanta Public Schools to support the creation of high performing neighborhood public schools and world class early childhood development centers.

Given current conditions in the real estate and financial markets, the on-site single family home development activity under the various Master Plans is on hold, with an exception at West Highlands. AHA is advancing its goal to support homeownership through its Builders/Owners Agreement Initiative. Under this Initiative, AHA (through its various private sector development partners) has entered into agreements with single family home builders throughout the City of Atlanta to provide down payment assistance in the form of a subordinated mortgage loan to households who earn up to 80% or 115% (depending on the funding source) of the metropolitan Atlanta area median income (AMI). These loans are forgivable over time if certain conditions are met. The Builders/Owners Agreement Initiative has facilitated great opportunities for families in a soft market and has aided in the absorption of Atlanta's "excess" single family home inventory.

The Real Estate Development and Acquisitions (REDA) Department will implement the Revitalization Program as outlined in this Plan, working collaboratively with the Finance, Acquisition and Management Services, Legal, Asset Management, Intergovernmental Relations, Relocation, Human Development Services and Real Estate Management Departments. Under the Program, REDA will (a) facilitate the repositioning of AHA's distressed public housing communities to mixed-use, mixed-income communities in partnership with private sector developers; (b) manage AHA's revitalization and development grants and contract



administration responsibilities; (c) interface with public and quasi-public bodies such as City of Atlanta, Atlanta Development Authority, Atlanta Public Schools and Georgia Department of Community Affairs as it relates to redevelopment activities; (d) facilitate the financing mechanisms for the development deals with private sector developers and tax credit equity partners; and (e) manage the front-end development relationship with private developers and owners utilizing AHA's Project Based Rental Assistance Program.

### ***Significance of MTW***

The work under the Revitalization Program supports the MTW Statutory goal to expand housing opportunities for low-income families while further supporting AHA's vision of "Healthy Mixed-Income Communities; Healthy Self-Sufficient Families". Through its Revitalization Program, AHA is addressing the City of Atlanta's need for additional high quality affordable housing in sustainable and economically integrated environments.

The Restated MTW Agreement has enabled AHA, in partnership with its private sector development partners, to be more responsive and nimble in taking advantage of the dynamic real estate market in metropolitan Atlanta. Using such authorizations, AHA has been able to invest MTW Funds in development deals (which include acquisition, new construction, rehabilitation, demolition, site improvement and the development of commercial facilities), has established its own PBRA program; and has established a streamlined development process. The Restated MTW Agreement also allows AHA to use its MTW Funds to provide gap funding that supports the financial closings of mixed-income rental communities that serve eligible persons (i.e. households earning less than 80 percent of metropolitan area median income). Further, AHA has contractually passed on the least restrictive statutory and regulatory requirements as set forth in its Restated MTW Agreement to its private sector development partners, Owner Entities, strategic partners and providers.

### ***Supporting Activities***

***Revitalization Activities*** - During FY 2011, in partnership with private sector developers, AHA will continue transforming conventional public housing developments into economically sustainable, market-rate quality, mixed-use, mixed-income communities. Each of the Master Plans for the communities undergoing revitalization incorporates a vision for (1) re-integrating the revitalized communities with the surrounding neighborhoods; (2) incorporating great

recreational facilities and greenspace; (3) providing upscale retail and commercial activities; and (4) creating high performing neighborhood schools.

There are six major HOPE VI revitalization projects underway in various stages of development: Grady Homes, Capitol Homes, Harris Homes, McDaniel Glenn, Carver Homes and Perry Homes. In addition to the HOPE VI revitalization projects, AHA engages in redevelopment of neighborhoods adjacent to AHA-sponsored mixed-income communities. AHA has continued to acquire a number of properties within the immediate area of Magnolia Park (the revitalized John Eagan Homes) in order to stabilize the surrounding neighborhood, with the intent to redevelop the land as market conditions warrant.

The revitalization activities that will occur at these sites during FY 2011 are described below.

1. **Auburn Pointe (Grady Homes Revitalization, which includes the revitalization of Antoine Graves and Graves Annex senior highrises and University Homes).** In FY 2011, there will be a number of construction activities on the Grady site. All on-site public improvements and environmental remediation activities will be completed. Construction is underway on Ashley I (multifamily rental with 54 public housing assisted/LIHTC, 8 PBRA/LIHTC, 31 LIHTC, and 61 market-rate units with PBRA), with an anticipated completion date in the fourth quarter of FY 2011. Construction will commence at Veranda II (senior rental with 88 PBRA/LIHTC and 10 market-rate units) with completion anticipated in the fourth quarter of FY 2011. Construction will commence at Veranda III (senior rental with 91 PBRA/LIHTC and 11 market-rate units) with completion anticipated in the fourth quarter of FY 2011. AHA and its development partner will work in partnership with the City of Atlanta Department of Parks and Recreation on the revitalization of the adjacent Butler Park. AHA will close the acquisition of the 1.34 acre of land owned by Salvation Army adjacent to Grady Homes to expand the on-site homeownership Phase V (48 units), to be developed as market conditions warrant. Eighteen (18) of 21 off-site homeownership units have been completed in Phase I, utilizing a Builder/Owner Agreement with Habitat for Humanity. As market conditions warrant, the remaining three (3) units will be completed via Builder/Owner Agreements.

**University Revitalization (part of the Grady Revitalization Program).** AHA and its private sector development partner and the members of the Atlanta University Center Consortium of schools, which includes Clark/Atlanta University, Morehouse College,

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Morehouse School of Medicine, and Spelman College, are collaborating to develop a comprehensive and larger integrated master plan for the Atlanta University Center neighborhood. As a part of that plan, AHA and Clark/Atlanta University are in negotiations regarding a potential land swap. As market and financial conditions warrant, pre-development work will commence with AHA's development partner related to the senior rental Phase VIII, which may include but not be limited to the submission of a LIHTC application to the Georgia Housing Finance Agency (submission of an Elderly-Only Designation application to HUD) and disposition application for the University Homes property consistent with the Master Plan. On-site homeownership development (Phase IX) is on hold until market conditions warrant.

2. **Capitol Gateway (Capitol Homes Revitalization).** In FY 2011, construction will commence on the streetscape improvements for the Memorial Drive corridor in partnership with funding from the City of Atlanta and Atlanta Regional Commission. On-site homeownership development (Phases V, VI and VIII) with 370 units is on hold until market conditions warrant. In support of the off-site homeownership activities for Phase I (81 homeownership units), AHA has provided down payment assistance to 79 qualified families utilizing Builder/Owner Agreements for homes already constructed within three miles of Capitol Gateway. This program leverages the availability of excess, quality existing inventory that has become more affordable, while helping to reduce the excess inventory of single family homes, thereby helping to stabilize the real estate market in Atlanta. Due to the success of this program, AHA will submit a revised Revitalization Plan to HUD to increase the number of homes for which down payment assistance will be provided in this Phase. AHA and the State of Georgia are in negotiations to swap State-owned land to the west of Capitol Gateway for AHA-owned land to the north of the site. AHA intends to use the balance of HOPE VI grant funds for strategic acquisitions. The HOPE VI Grant is scheduled to close-out on December 31, 2010 and AHA will submit a close-out package for submission to HUD in FY 2011.

3. **CollegeTown at West End (Harris Homes Revitalization, which includes the revitalization of John O. Chiles main building and John O. Chiles Annex).** In FY 2011, there will be a number of construction activities on the Harris site. All on-site public improvements and environmental remediation activities will be completed. Construction is underway on Ashley CollegeTown II (multifamily rental with 70 public housing assisted/LIHTC, 9 PBRA/LIHTC, 28 LIHTC, and 70 market-rate units), with an anticipated completion date in the fourth quarter of FY 2011. On-site homeownership

development (Phases IV, VIII, IX and X) with 333 units is on hold until market conditions warrant. Like the Capitol off-site homeownership program noted above, in Phase VII (CollegeTown off-site homeownership activities), AHA will provide down payment assistance to 50 qualified families utilizing Builder/Owner Agreements for homes already constructed within three miles of CollegeTown. AHA and the Boys and Girls Club of Metro Atlanta are in negotiations for a land swap that will facilitate single family development and an improved location for the Boys and Girls Club in the neighborhood. The HOPE VI Grant is scheduled to close-out on December 31, 2010 and AHA will submit a close-out package for submission to HUD in FY 2011.

4. **Mechanicsville (McDaniel Glenn Revitalization, which includes the revitalization of McDaniel Glenn Annex buildings and Martin Luther King, Jr. senior highrise).** In FY 2011, pre-development work will commence with AHA's development partner related to the multifamily rental Phase VI (156 units) in the Further Leverage phase of development. As part of a strategy to remove blight in the surrounding neighborhood, AHA will initiate the acquisition of deteriorated properties located within the master plan area as a defensive strategy, including land identified as "Block 85" (Phase VIII). These properties are incorporated into the master plan and will be redeveloped as market conditions warrant. On-site homeownership development (Phase I) with 174 units is on hold until market conditions warrant. A total of 110 homes are planned for various phases of off-site homeownership development. Off-site homeownership activities (Phase IXa and IXb) are underway in partnership with one of the members of AHA's private sector development partner for Mechanicsville. AHA is providing down payment assistance to qualified buyers. Sixteen of the homes in Phase IXa are completed and Phase IXb which is in **Further Leverage** is anticipated to close-out in FY 2011. As market conditions warrant, off-site homeownership development activities in Phase VII (30 units) and Phase VIII (61 units) will be completed by AHA's development partner or via Builder/Owner Agreements. AHA will either demolish or dispose of the McDaniel Street warehouse property, depending on the feasibility of the various options. The HOPE VI Grant is scheduled to close-out by September 30, 2010. AHA is in the process of submitting the final close-out package to HUD.

5. **The Villages at Carver (Carver Homes Revitalization).** In FY 2011, AHA and its development partner will continue to advance the Pryor Road corridor retail development and will acquire additional land parcels to support the development. Land for the development of 251 homes in Phase IV has been sold to a third party home

builder for the on-site homeownership development. Pre-development and infrastructure work has taken place; however housing development is on hold until market conditions improve. If the real estate and financial market conditions do not improve, AHA may need to repurchase the land from the third party home builder in order to protect the investments made to date in this corridor. Additional on-site homeownership development (Phase VII) with 100 loft/townhouse units will take place as market conditions warrant. The HOPE VI Grant is scheduled to close-out on December 30, 2010 and AHA will submit a close-out package for submission to HUD in FY 2011.

6. **West Highlands at Heman E. Perry Boulevard (Perry Homes Revitalization).** In FY 2011, AHA and its development partner will continue homeownership development activities with the completion of the Phase III public improvements that supports the future development of approximately 100 single family for-sale homes. The developer will construct homes consistent with market demand and will maintain an appropriate inventory of model homes. Construction will commence on the Phase II public improvements to support the future on-site homeownership development of approximately 406 units. AHA will negotiate with the City of Atlanta related to potential land swaps to facilitate the development of the West Side Park. The HOPE VI Grant is scheduled to close-out on December 30, 2010 and AHA will submit a close-out package for submission to HUD in FY 2011.

**Acquisitions** - As shown under **Appendix F**, AHA has acquired a number of properties to further its various Revitalization Plan activities. AHA will continue such acquisition activity during FY 2011.

**Proposed Land Swaps** - In addition to property acquisitions, AHA is negotiating land swap transactions with a number of entities to further support its revitalization efforts. During FY 2011 negotiations/discussions are on-going for the following land swaps:

1. **Capitol Gateway (Capitol Homes Revitalization).** AHA and the State of Georgia are in negotiations to swap State owned land to the west of Capitol Gateway for AHA owned land to the north of the site. The land swap will provide AHA with a contiguous parcel to support the ongoing Capitol Homes revitalization.



2. **University Homes Revitalization.** As AHA and its private sector development partner move forward with the development of revitalization plans for the former University Homes site, AHA and Clark/Atlanta University are in negotiations regarding a potential land swap.
3. **Roosevelt and Palmer Highrises.** The redevelopment of Palmer and/or Roosevelt highrises may include land swaps to facilitate the development of Senior housing in that corridor.
4. **West Highlands (Perry Homes Revitalization).** AHA and the City of Atlanta are in negotiations related to land swaps to facilitate the development of the West Side Park and a portion of homeownership for West Highlands.
5. **CollegeTown (Harris Homes Revitalization).** AHA and the Boys and Girls Club of Metro Atlanta are in negotiations for a land swap to facilitate the future development of single family homes and the relocation of the John H. Harland Boys and Girls Club.

**HOPE VI Revitalization Grant Close-outs.** AHA intends to submit documentation to HUD to close-out the following HOPE VI revitalization grants in FY 2011: Carver Homes, Perry Homes, McDaniel Glenn, Harris Homes and Capitol Homes. Grant close-out documentation may include but is not limited to the following: Termination of Disbursements Letter, HOPE VI Status Narrative, Financial Status Narrative, Cost Certification, Revised Revitalization Plans for future development activities (Further Leverage phases), Memorandum of Agreement with HUD to provide a framework for completion of the Further Leverage revitalization phases, approval from the Special Applications Center (SAC) to dispose of undeveloped footprint parcels within the master plan, and documents supporting the disposition.

### ***Designated Housing***

1. **Elderly Designated Housing** - AHA, in partnership with private sector developers, will continue to develop alternative service-enriched housing opportunities for seniors. A principal goal is to facilitate the development of housing in which the elderly can age in place and continue to live independently. As part of any such development, AHA will submit an application to HUD to designate any public housing assisted units in the development only for elderly persons (62 and older).

2. **Special Needs Designated Housing for Persons with Disabilities** - AHA, in partnership with private sector developers, will continue developing alternative service-enriched housing opportunities for persons with a variety of special needs. A principal goal is to facilitate the development of housing in which those individuals can live independently. As part of any such development, AHA will submit an application to HUD to designate any public housing assisted units at the development only for persons with special needs.

**Developing Alternative & Supportive Housing Resources** - In FY 2011, AHA will continue planning and possibly implementing alternative and supportive housing resources for income eligible families. The proposed initiatives are as follows:

1. **Supportive Housing** - AHA, in partnership with private sector developers, will continue to develop alternative service-enriched housing opportunities for seniors and persons with mental and developmental disabilities. A principal goal is to facilitate the development of housing in which the elderly and persons with disabilities can live independently.
2. **Proposal for an Affordable Assisted Living Demonstration Project:** AHA and Northwest Georgia Housing Authority (NWGHA) plan to jointly propose a demonstration project to the State of Georgia Department of Human Resources (DHR) that would allow elderly residents to age in place, provide alternatives to costly nursing home care, and reduce Medicaid budget expenditures through a continuum of care. At AHA, this demonstration project would involve two levels of service:
  - At CollegeTown, AHA and its development partner rehabilitated the John O. Chiles Annex building (The Gardens at CollegeTown) using a combination of Low Income Housing Tax Credit equity and HOPE VI funds to create 26 units that are designated for persons with mental and developmental disabilities. As part of the programming for this community, the Owner Entity provides service coordination and delivery of homemaker services to allow these residents to live independently and provide access to needed services. This would require the following DHR approvals:
    - Establishment of a demonstration project for 15 years;
    - 26 earmarked personal support services Medicaid waivers; and

- a single home health provider for the 26 residents utilizing Medicaid waivers.
- AHA and its development partner would provide alternative living services in a licensed personal care home in a newly constructed mid-rise building financed using LIHTC. This would require the following DHR approvals:
  - Establishment of a demonstration project for 15 years;
  - 100 earmarked alternative living services Medicaid waivers at an enhanced rate of \$50/resident/day based on the cost of providing these services in private units located in a higher-cost urban area;
  - Exception for the owner of the cap of 24 Medicaid waivers and 12 months of operational history for the personal care home;
  - An expedited certificate of need application.

**QLI Redevelopment** – All families residing in QLI properties have been successfully relocated and the properties have either been demolished or are in the process of demolition. During FY 2011, AHA will establish the development and financial goals and objectives and a prioritization schedule for all the QLI-impacted properties. AHA will also conduct a competitive procurement process to solicit proposals from private sector developers and other investors to develop mixed-use, mixed-income communities on one or more of the vacated sites. If AHA determines to sell all or a portion of the vacated sites, the sale proceeds will be used to further AHA's mission and vision. The timing of the request for proposals will be driven by the conditions in the Atlanta real estate and financial markets and other real estate and business activity in the surrounding neighborhoods.

AHA will also explore both short-term and long-term strategies to earn income from the QLI sites. If a strategic opportunity arises to sell a property which is in the best interest of AHA and provides significant public benefit, AHA will submit a disposition application to dispose all or a portion of such property. Substantial private and public sector interest has already been exhibited for Bankhead, Bowen and Herndon Homes. Any income or sales proceeds will be utilized in furtherance of AHA's mission.

## ***Funding in Support of New Initiatives in FY 2011***

AHA will seek various sources of funding throughout FY 2011 in support of their revitalization activities. These sources may include but are not limited to the following activities.

- **HOPE VI Revitalization Application to Support the Revitalization of Englewood.** In FY 2011, AHA intends to submit a HOPE VI grant application for the revitalization of Englewood Manor. Englewood Manor, built in 1971 and demolished as part of AHA's Quality of Life Initiative in 2009, was formerly the location of 324 dilapidated public housing units. The now vacant 21.9 acre site is located just south of Grant Park/Zoo Atlanta near downtown Atlanta.



A HOPE VI grant award will allow AHA to complement one of the City of Atlanta's most ambitious and creative planned redevelopment efforts to date. The site is part of the City of Atlanta's BeltLine planning area and Tax Allocation District (TAD), which uses existing and abandoned railroad lines and right-of-ways to create a circular transportation network to connect Atlanta's in-town neighborhoods. The Englewood site is within close proximity to one of the planned stations for the transportation network. The City of Atlanta is also investing in a new 21 acre BeltLine park called Boulevard Crossing Park, located directly across the street from the site.

The Englewood Manor site was also included in one of five study areas for LifeLong Communities, as part of a study sponsored by the Atlanta Regional Commission. The study, conducted by the nationally acclaimed planning firm, DPZ under the leadership of Andres Duany, focused on improving the inadequacies of the built environment in Atlanta for both young and old. A concept master plan was produced from the study, which includes the Englewood site and other surrounding properties. The master plan envisions the development of mixed-use, mixed-income which includes rental and for-sale housing for families and seniors in a walkable, pedestrian oriented environment with greenspace and other amenities.

- **Other Funding Opportunities**

AHA is exploring with the Atlanta Public Schools (APS), our development partners, and various stakeholders, the feasibility of applying for funding to support the on-going revitalization efforts, which may include a "Choice Neighborhoods Grant" through the Department of Housing and Urban Development and a "Promise Neighborhoods Grant"

through the Department of Education.

- **Building a Model to Create World-Class Early Childhood Learning Centers**

AHA is working with various educators, foundations and other stakeholders to create a model for a world class early childhood learning center. Depending on funding opportunities, AHA, its development partners and other stakeholders would expect to implement this model in a number of revitalized communities.

**Comprehensive Homeownership Program** – AHA will continue implementing a Comprehensive Homeownership Program which facilitates low to moderate income families becoming successful homeowners and develops affordable homeownership opportunities in healthy, mixed-income communities utilizing different approaches.

1. **HOPE VI Revitalization Homeownership Program.** Given current conditions in the real estate and financial markets, the on-site single family home development activity under the various Master Plans is on hold, except for West Highlands. AHA is advancing its goal to support homeownership through its Builders/Owners Agreement Initiative. Under this Initiative, AHA (through its various private sector development partners), has entered into agreements with single family home builders throughout the City of Atlanta to provide downpayment assistance in the form of a subordinated mortgage loan to households who earn up to 80% or 115% (depending on the funding source) of the metropolitan Atlanta area median income (AMI). These loans are forgivable over time if certain conditions are met. The Builders/Owners Agreement Initiative has facilitated great opportunities for families in a soft market and has aided in the absorption of Atlanta’s “excess” single family home inventory. This off-site homeownership development strategy will be used to further revitalization of Capitol, Harris and McDaniel.
- At West Highlands (Perry Homes Revitalization), on-site and off-site housing development by our development partner will continue in FY 2011 due to the success of the on-going homeownership program. Phase III public improvements will continue to support the future development of approximately 100 single family for-sale homes. The developer will construct homes consistent with market demand, and will maintain an appropriate inventory of model homes.

- At the Villages at Carver (Carver Homes Revitalization), for on-site homeownership, land for the development of 251 homes in Phase IV has been sold to a third party home builder. Pre-development and infrastructure work has taken place; however housing development is on hold until market conditions improve. If the real estate and financial market conditions do not improve, AHA may need to repurchase the land from the third party home builder in order to protect the investments made to date in this corridor. Working with AHA's development partner, additional on-site homeownership (Phase VII) with 100 loft/townhouse units will take place as market conditions warrant. There is no off-site homeownership planned.
- At Capitol Gateway (Capitol Homes Revitalization), on-site homeownership development (Phases V, VI and VIII) with 370 units is on hold until market conditions warrant. Related to off-site homeownership activities for Phase I (81 homeownership units ), AHA has provided downpayment assistance to 79 qualified families utilizing Builder/Owner Agreements for homes already constructed within three miles of Capitol Gateway. This program leverages the availability of excess, inventory of high quality single family homes that has become affordable, while helping to reduce the excess inventory and stabilizing the real estate market in Atlanta. Due to the success of this program, AHA will submit a revised Revitalization Plan to HUD to increase the number of homes for which downpayment assistance will be provided in this Phase.
- At CollegeTown (Harris Homes Revitalization), on-site homeownership development (Phases IV, VIII, IX and X) with 333 units is on hold until market conditions warrant. With respect to CollegeTown off-site homeownership activities for Phase VII, AHA will provide downpayment assistance to 50 qualified families, utilizing Builder/Owner Agreements for homes already constructed within three miles of CollegeTown.
- At Mechanicsville (former McDaniel Glenn), on-site homeownership development (Phase I) with 174 units is on hold until market conditions warrant. A total of 110 homes are planned for various phases of off-site homeownership development. Off-site homeownership activities (Phase IXa and IXb) are underway in partnership with a member of the procured development partnership, to provide downpayment assistance to qualified buyers. Sixteen (16) of the homes in Phase IXa are completed and Phase IXb, which is in Further Leverage, is anticipated to close-out in FY 2011.



Pending market conditions, off-site development activities in Phase VII (30 units) and Phase VIII (61 units) will be completed by AHA's development partner or via Builder/Owner Agreements.

- At Auburn Pointe (former Grady Homes), AHA will close the acquisition of the 1.34 acre of land owned by Salvation Army adjacent to Grady Homes to expand the on-site homeownership development Phase V (48 units), to be developed as market conditions warrant. Eighteen (18) of 21 off-site homeownership units have been completed in Phase I, utilizing a Builder/Owner Agreement with Habitat for Humanity. As market conditions warrant, the remaining three (3) units will be completed via Builder/Owner Agreements.

2. **The Housing Choice Voucher Homeownership Program.** The Housing Choice Voucher (HCV) Homeownership Program began in 2002 with the first loan closing in 2003. Since the inception of the program, AHA has provided mortgage payment assistance to 110 Housing Choice clients. Eighty-seven (87) of these households remain active HCV homeowners. AHA has re-structured its policies and procedures and is preparing to implement the revised HCV Homeownership Program. The program has been re-engineered to include new eligibility benchmark criteria established for participants, new underwriting criteria, and the establishment of an internal Mortgage Payment Assistance Review Committee which will evaluate and assess new participants' financial ability to become a homeowner. AHA has also taken care to carefully modify some of the HCV Homeownership policies to raise its standards and to provide pre- and post-purchase homeownership counseling and foreclosure prevention to improve long-term success. Implementation of the re-structured program will be fully launched in FY 2010 and will continue in FY 2011.

During FY 2011, AHA will continue its Project Based Rental Assistance (PBRA) initiative to expand the availability of quality, affordable housing in healthy mixed-income communities in metro-Atlanta. The goals for this initiative are to facilitate (a) housing opportunities for families in healthy mixed-income communities; (b) development of housing for the elderly; (c) development of supportive services housing for disabled persons and other transitional housing; and (d) the expansion of housing opportunities in lesser impacted neighborhoods. PBRA helps to achieve these goals through a long-term contractual arrangement with private sector owners by agreeing to provide for up to ten years a rental subsidy to an agreed percentage of units in upscale multifamily rental developments. Rental subsidy makes those rental units affordable to income eligible households, including families, elderly persons and persons with disabilities. Unlike the Housing Choice tenant-based voucher program where the rental subsidy follows the voucher holder in the event they should move, PBRA stays with the property ensuring the affordability of rental units and fostering the sustainability of the multifamily development over the term of the PBRA Agreement.

Using a competitive process to assess the quality of PBRA projects, the track record of the developers/owner entities and other factors, AHA issues a Request for Proposals (RFP) for experienced developers/owners of multi-family rental developments. For those proposals chosen in accordance with the PBRA selection criteria, AHA issues a conditional PBRA commitment to the developer/owner. Upon delivery of the project in accordance with the approved proposal and the terms and conditions of the PBRA commitment, AHA and the developer/owner enter into a long-term (for a period up to 10 years as stipulated by AHA in the RFP) PBRA Agreement. The PBRA Agreement may be renewed by AHA if certain conditions are met.

The PBRA program is managed by AHA's Real Estate Development and Acquisitions Department (REDA) during solicitation and development phases. Among other things, REDA manages all aspects of the prospective developer/owner relationship leading up to the execution of the PBRA Agreement. This includes the PBRA solicitation and evaluation process; monitoring of any development or rehabilitation activities at the proposed property; reviews of the financing structure that supports the development to include subsidy layering reviews; and issuance of a commitment letter for PBRA assistance once AHA's Board approves the project. The commitment letter evidences AHA's intent to provide rental assistance to the property once agreed upon conditions have been met.

The Asset Management Division manages the relationship (contractual and other) after construction completion and the PBRA Agreement is executed and the subject property enters the operating phase (See Asset Management).

### ***Significance of MTW***

Using its Restated MTW Agreement authorizations, AHA has designed its own comprehensive PBRA program, with the goal of making the program attractive to local Atlanta real estate development professionals. Leveraging its MTW authority, AHA has been able to use PBRA as a financial incentive for the development of quality affordable housing in mixed-income communities as stated in the goals above; establish contract rents based on third party market rent studies approved by AHA removing fixed payment standards as a consideration; develop its own site and neighborhood standards; exceed the limitation on the percentage of Housing Choice Voucher funding that can be utilized for PBRA; and decentralize the administration of the program through site-based administration of PBRA by the owners, through their private management company professionals at the property.

AHA will continue to use its Restated MTW Agreement authority during FY 2011 to further develop and enhance its PBRA program and will implement activities and develop processes and procedures consistent with this authority and as changes in the local housing market, and financial conditions, developer/property owner participation dictates.

### ***Supporting Activities***

During FY 2011, AHA will be continuing the following activities as part of the implementation of this major initiative.

**Project Based Rental Assistance inside of Mixed-Income Communities** - Through a competitive process, AHA will solicit private developers and owners interested in reserving a percentage of their multi-family rental units for at least ten years through AHA's PBRA program. Commitments for PBRA may be extended after the 10-year term after meeting agreed upon conditions.



AHA will continue to use this strategy to expand the availability of quality affordable housing in healthy, mixed-income communities.

**Regional Project Based Rental Assistance** - As AHA receives and approves proposals from developers for multi-family rental properties outside of AHA's jurisdiction, AHA will continue to negotiate Intergovernmental Agreements with various PHAs or local governments in the Atlanta metropolitan area, subject to the provisions of State law, to permit site-based administration of AHA's PBRA Program in those jurisdictions. AHA administers PBRA within the City of Atlanta limits (AHA's jurisdiction) and may provide PBRA assistance to properties in adjacent jurisdictions, provided an Intergovernmental Agreement is entered thereby authorizing AHA to administer PBRA within that jurisdiction.

**Project Based Rental Assistance Homeless, Mental Health and Special Needs Demonstration Program** - In support of the Regional Commission on Homelessness' goal to end homelessness in the City of Atlanta, AHA has established a Homeless Demonstration Program in collaboration with United Way of Metropolitan Atlanta, Inc., that utilizes PBRA to facilitate the development of supportive services housing for homeless persons by private sector developers. Under this demonstration, in FY 2011, AHA may solicit proposals from owners for PBRA who can ensure the delivery of supportive services to the homeless residing in their properties. PBRA commitments with developers/owners are made for a term consistent with the period that funding for supportive services are in place.

In FY 2011, AHA may solicit proposals from developers/owners of multifamily developments that provide housing to persons with mental health disabilities or persons with special needs if evidence of a supportive services agreement with a United Way-approved or Georgia Department of Community Affairs approved service provider is included within the proposal.

**Public Housing Replacement Using PBRA Units** – AHA and HUD may designate certain units in a mixed-income, mixed-finance residential development under a PBRA Agreement as public housing replacement units or AHA, with HUD's approval, may dispose of the Section 9 Annual Contributions Contract (ACC) subsidy and substitute Section 8 subsidy under a PBRA Agreement in AHA sponsored mixed-income rental communities. Under either such arrangement, the leasing of the



units subject to the PBRA Agreement would be restricted to tenants whose incomes do not exceed 80 percent (or 60 percent where applicable), of the metropolitan area median. In order to preserve the long-term affordability of the assisted units, AHA intends to enter into PBRA Agreements with terms of at least 15 years, with options for additional periods which would be co-terminus with the required period of affordability. The options would be automatically extended, subject to meeting certain agreed-upon conditions and upon approval by the AHA.

During FY 2011, AHA will continue the transformation of its Housing Choice Voucher Program into a world class operation focused on identifying quality affordable housing opportunities in healthy neighborhoods; streamlining its internal business processes, systems, operations and service delivery practices utilizing its MTW flexibility to reduce the financial and administrative burden of managing the program; while creating incentives for families to achieve and maintain economic independence, improving quality of life and self-sufficiency with a goal of developing greater acceptance of the program in Atlanta communities and neighborhoods. AHA is also working to expand its relationship with the private market through creative outreach to landlords, with the goals of improving the quality of the product for AHA clients, improving customer relations and increasing accountability with participants and landlord/property owners. The goals of the Housing Choice Program transformation using private sector best practices, principles and operational discipline are to (i) attract quality landlords and properties to the Program; (ii) improve customer service; (iii) improve operating effectiveness and efficiency; and (iv) gain greater acceptance of the Program throughout the City of Atlanta.

### ***Significance of MTW***

With the authority under its MTW Agreement, AHA has designed and implemented innovative practices to reform its Housing Choice Voucher Program (HCVP) so that income eligible families can use Housing Choice vouchers to live in lesser impacted, opportunity-enriched neighborhoods, while continuing to pay no more than 30% of their adjusted income for rent and utilities. These innovations are listed in the Executive Summary and discussed in greater detail in this section.

Under its Restated MTW Agreement, AHA is able to establish the standards, policies, practices, business processes and operating procedures for its HCVP in the City of Atlanta using innovation to determine program components such as reasonable contract rents and increases, lease length and reissuance policies, inspections standards, waiting list procedures, rent reasonableness and adjustments to the housing assistance payment. AHA can also revise its programs, services and terms available to landlords and other housing authorities to insure availability of affordable, high quality units for its participants. AHA's MTW Single Fund allows Housing Choice to further advance its work in terms of improved resource allocation for departmental operations, enhanced technology-based solutions that improve internal processes and service delivery to clients and expanded marketing capabilities, incentives and resources to attract and retain relationships with highly experienced landlords. AHA is also able



to enforce higher accountability and responsibility in the participation by assisted families in work and self-sufficiency programs and allocate funding for the provision of self-sufficiency programs and activities that further educate and empower participants. In addition to implementing innovative policies which promote family self-sufficiency and improved quality of life, AHA is also implementing the following initiatives in transforming its HCVP in order to address issues in the local Atlanta market:

**Preserving Affordability: 30% of Adjusted Income Policy** - To avert the affordability crisis that results from families newly admitted into the Housing Choice program and those who are moving to new units paying up to 40% of their adjusted income for rent and utilities for the initial lease term and an even higher percentage of adjusted income upon renewal, AHA created the 30% of Adjusted Income Policy using its authority under its MTW Agreement to stabilize total tenant payments in recognition of the financially fragile situation of low-income families. In order to preserve housing affordability for participants of the HCVP, the total tenant payment of participants, unless subject to AHA's minimum rent, will be no more than 30% of the household's monthly adjusted income for rent and utilities. Especially important is the fact that this initiative ensures that the financial arrangement of former public housing families who relocated using the Housing Choice program will be no different than the financial arrangement they had as public housing residents. This initiative also provides stability for all Housing Choice participants by setting the total tenant payment in line with family expectations and affords participants with further opportunities to progress to better neighborhoods of their choice.

**AHA Submarket Payment Standards** – AHA identified the limitations that HUD's Fair Market Rents placed on AHA's ability to maximize the use of the HCVP to support strategies that promote the deconcentration of poverty, expand and broaden affordable rental housing opportunities, enhance opportunities for the development of affordable rental housing and provide better access to alternative housing that supports the needs of the elderly and persons with disabilities. Using its authority under its MTW Agreement, AHA conducted an analysis of the submarkets in the City of Atlanta and the equivalent market rents in those submarkets in order to implement the AHA Submarket Payment Standards for each submarket. During FY 2011, AHA's Asset Management Division will develop and implement a new methodology for establishing AHA Submarket Payment Standards for use in the HCVP. The methodology will examine and analyze residential rental market data based on local economic factors in 30 or more discrete geographical areas. This approach will facilitate a further calibration of

submarkets and related submarket rents as the changing factors and circumstances influence them.

The AHA Submarket Payment Standards replace the HUD Fair Market Rents thereby eliminating the financial barriers families have in conducting their housing search. This initiative combined with the 30% of Adjusted Income policy provide Housing Choice participants with additional financial leverage to broaden their ability to lease affordable, quality housing of their choice in great neighborhoods.

**Rent Reasonableness** – AHA initiated the operating process for Rent Reasonableness determinations in which the Asset Management Division conducts an independent market analysis for Housing Choice Operations in establishing the market equivalent rent for each residential rental unit in the HCVP. During FY 2011, the Asset Management Division will work with Housing Choice Operations to implement a multifamily rental property assessment process. AHA will achieve added value in all rent reasonableness determinations resulting in improved and consistent rent determination outcomes which will stabilize Housing Choice contract rents in line with the rental market and available subsidy resources.

**Leasing Incentive Fee (LIF)** – AHA established the Leasing Incentive Fee to streamline the leasing process and provide an incentive to landlords and private owners to offer quality, rental housing in great neighborhoods to low-income families. Used primarily in the past as a relocation strategy, during FY 2011, AHA will further explore the use of the LIF to provide additional support to Housing Choice participants in their choices to move to healthier, amenity-rich neighborhoods.

**Rent Simplification / AHA Standard Deductions** – During FY 2008, AHA adopted a policy permitting AHA to utilize standard deductions for determining adjusted annual incomes in order to calculate an assisted household's portion of the contract rent. The intent of the policy is to facilitate greater operating efficiency and improve customer service and relationship management by eliminating the costly and labor-intensive burden of collecting and verifying receipts for unreimbursed expenses for allowable deductions. This policy was adopted across all AHA housing and rental assistance programs. AHA will continue the implementation of this policy during FY 2011. The MTW Policies section of this Plan has more information on this policy.

**Enhanced Inspection Standards** – AHA is continuing to re-engineer its Housing Choice Inspections Standards to create an “engine” that will further ensure that Housing Choice

Participants have the opportunity to reside in quality living environments including quality housing units and quality neighborhoods. Initially, AHA established higher inspection standards than HUD's Housing Quality Standards with a focus on improving the quality of the units on the HCVP. AHA will use MTW innovation to create Housing Choice site and neighborhood standards that consider such quality of life factors as neighborhood amenities, poverty level, school performance, crime level, revitalization activities and access to public transportation and employment opportunities. AHA anticipates that higher inspection standards combined with higher eligibility criteria for Landlords participating on the Housing Choice program will help ensure more stability and higher quality living environments for low-income families.

A number of the key policies will also continue to be implemented in AHA's HCVP, such as Work/Program Participation Requirement, \$125 Minimum Rent and Elderly Income Disregard which are further described in various sections of this Plan.

The supporting activities that follow further illustrate how AHA has used and will use its MTW flexibility in developing innovative solutions to local problems.

AHA's Housing Choice Operations Department (Housing Choice Operations) provides leadership for this priority. The department provides subsidy so that eligible households can lease qualified rental housing units in a quality neighborhood at a rent determined to be reasonable given its location, quality, amenities and rent comparables. Some rental housing units include utilities; some do not. AHA provides a utility allowance so that the utilities are affordable to the assisted household. AHA currently serves over 10,000 families through its HCVP.

AHA reorganized the core functional areas of Housing Choice Operations into four primary areas: (1) Housing Choice Customer Service (previously Landlord Services); (2) Voucher Administration (previously Participant Services); (3) Housing Assistance Payments Contracting; and (4) Financial and Business Operations. By utilizing this approach, Housing Choice Operations will foster improved service delivery and cross functional collaboration both within the department and with other AHA departments. During FY 2011, AHA will implement four key departmental priorities within Housing Choice Operations which are summarized below.

### ***Supporting Activities***

During FY 2011, AHA will continue exercising its MTW flexibility to re-engineer the HCVP focusing on three key concepts: simplify, streamline and stabilize. AHA will utilize its full MTW

flexibility to create a program that is user-friendly for all stakeholders. AHA will use these key concepts in modifying policies, procedures and operational design and implementation.

- 1. Program Re-design** – During FY 2011, AHA will engage in a comprehensive process to completely overhaul and re-design the HCVP to make it more transparent, operationally effective and efficient, customer-friendly and more mainstreamed and aligned with private sector business best practices. This approach will include a rethinking of the following key program elements: (1) review of eligibility requirements, admissions to the HCVP and revamping of ongoing HCVP participation requirements for families (i.e. Family Obligations); (2) refine to AHA's robust rent reasonableness system; (3) align and integrate the annual participant recertification, annual inspection and annual rent review into a smooth-operating annual contract review process; (4) align HAP Contract business terms with private sector business practices with a particular emphasis on business terms that directly address existing program issues such as continuing to pay HAP to facilitate a smooth transition of families from one unit to another; and (5) further development of a seamless connection of families with human development services that advance their self-sufficiency.

AHA will explore and implement various technology solutions to make it easier and more efficient for participants and landlords to conduct business transactions with the AHAHCVP. AHA will use web-based technology to conduct annual re-certifications online allowing landlords and participants to submit documents and information such as requests for tenancy approval, property owner applications and personal documents such as copies of birth certificates, social security cards necessary to validate eligibility, and mortgage statements. These self-service solutions will significantly reduce administrative burden and costs associated with numerous office visits and handling mounds of paperwork and data input. AHA will utilize technology to increase the frequency of communications with participants and landlords, including technologies such as the web, email, text messaging and voice messaging. AHA will also establish an on-line neighborhood information resource to educate participants on the attributes of Atlanta neighborhoods as well as for its use in implementing enhanced site and neighborhood standards.

This re-design work will culminate with identification and development of enhancements to AHA's Housing Choice Operating System established in Oracle or otherwise.

- 2. Portability Re-engineering** – During FY 2011, AHA will continue to build its collaborative relationships with metropolitan Atlanta public housing authorities (PHAs). Through this collaboration, AHA and the metropolitan PHAs will continue to explore strategies for creating seamless mobility administration arrangements and agreed upon procedures and business terms that would be implemented through intergovernmental agreements. AHA will explore strategies for contractually passing on its MTW flexibility through these intergovernmental agreements to metropolitan Atlanta PHAs similar to the agreements it has established with its development partners.

The mutual goal of AHA and the metropolitan Atlanta PHAs is to create a seamless arrangement that will address the top three administrative burdens relating to portability administration: (1) inconsistencies across PHA jurisdictions in effectively carrying out the responsibilities associated with portability administration primary among these are the PHA jurisdictions' inability to conduct timely re-certifications, submit timely billings (52665's), Family Information (50058's), PIC updates and information on interim income and other household changes, terminations and program moves; (2) managing the administrative complexities associated with differences in payment standards, program policies and requirements such as voucher size and bedroom size determinations and briefing schedules and voucher issuance; and (3) receiving timely payments from receiving PHA jurisdictions.

During FY 2010, AHA made a business decision to discontinue absorbing families who decided to port into AHA's jurisdiction by issuing them AHA vouchers and began administering vouchers porting into Atlanta from other jurisdictions. AHA found that absorbing families limits the agency's ability to address the needs of eligible low-income families on AHA's HCVP waiting list and manage limited funding resources strained by the increasing number of porting families impacting AHA in its pursuit of other housing initiatives that support its mission and goals. During FY 2011, AHA will administer vouchers porting into AHA's jurisdiction.

- 3. Real Estate Centric Business Approach** – As AHA continues to transform into a diversified real estate company with a public mission and purpose, it's HCVP will also transform to align with private sector best business practices and successful approaches already established in how AHA manages its business relationships and transactions as

part of AHA-sponsored mixed-income rental communities, including those with PBRA. This new approach will be customized to manage the differences among multifamily properties and single family properties. Housing Choice Operations will continue its work in developing and maintaining up-to-date property assessments on all multifamily properties participating in the program. These assessments will include information on ownership, financial and physical condition, property ratings and neighborhood condition as it relates to crime, poverty, amenities and school performance, rent schedules, inspections results, HCVP participant survey information and AHA financial investment. AHA will use this information as business intelligence for screening properties and landlords and for determining contract rents.

4. **Policy Changes** – AHA will continue to explore and set new policy standards and incentives to promote family self-sufficiency and success. AHA will establish an income disregard policy for the disabled similar to its Elderly Income Disregard policy that will allow the agency to disregard employment income for adults with disabilities on fixed incomes who earn employment income as described in the MTW Policies section of this Plan. AHA will also re-examine all practices and procedures relating to the HCVP consistent with existing Housing Policies aligning them with private sector best practices and standards and revising them where appropriate to reduce or eliminate administrative burdens associated with implementing these practices and procedures.



The Asset Management Division provides strategic oversight and financial management of AHA's assets, real estate, financial and other investments and facilitates and manages certain strategic and external business relationships. Working in collaboration with other divisions, the Asset Management Division will contribute to AHA's business transformation objective to develop and evolve AHA's systems, processes, procedures and staff capacity to create a comprehensive, collaborative and integrated asset management resource for the entire organization with an emphasis on internal and external business relationship management and technology oriented solutions.

The Asset Management Division, comprised of Asset Management, Portfolio Management, Asset Valuation, Compliance and Policy Research and Development, facilitates and manages all aspects of the on-going business relationships with owner entities in AHA-sponsored mixed-income communities and private sector developers and owners through the execution of Project Based Rental Assistance (PBRA) Agreements. Additional oversight functions include compliance monitoring activities and fee-based contract administration for federally-assisted properties; policy development and advisement; and oversight of program evaluations in coordination with local universities and contracted organizations which include AHA's HOPE VI evaluations, MTW Benchmarking Study and other research activities.

### ***Significance of MTW***

A professional asset management group is a fundamental component of any diversified real estate company that endeavors to achieve its goals and demonstrates that it can effectively deliver excellent outcomes. AHA's Asset Management Division fulfills this role and is at the forefront of designing and implementing a number of innovations under AHA's Restated MTW Agreement in order to enhance operational efficiencies, process improvements, accountability, integrity and excellence. As part of its relationship and portfolio management approach, the Asset Management Division works with AHA's strategic partners, which include owner entities of mixed-income residential rental communities and their professional management companies, private developers and investors, communicating the policies and innovative processes allowed under AHA's MTW authorizations with the intent and expectation that AHA's strategic partners will benefit from MTW innovation in successfully sustaining the assets that support AHA's public purpose and mission pursuant to its charter.

Working collaboratively and in coordination with other AHA divisions and AHA's strategic partners, the Asset Management Division will continue to provide support to AHA's repositioning, revitalization and investment strategies to enhance and improve the long-term viability and market competitiveness of AHA's portfolio of real estate partnerships and holdings.

### ***Supporting Activities***

During FY 2011, AHA will continue to be an innovative organization in accordance with its authorizations under the Restated MTW Agreement and, in the spirit of innovation, will continue to develop and implement processes, procedures, policies, technology solutions and the expansion of its asset management capacity. The Asset Management Division reorganized its organizational structure and introduced a private sector inspired portfolio management and asset valuation approach to managing AHA's assets.

Under the Portfolio Management component of this approach, professionals skilled in real estate lending and/or investment banking are assigned a range of diverse assets consisting of mixed-income, mixed-finance residential rental (including those with Project Based Rental Assistance) in which AHA is a de minimis partner in the limited partnership structure, lender, ground lessor, subsidy provider and/or co-developer. Portfolio Management involves monitoring the health and sustainability of the assets through the various legal and financial

**Auburn Glenn – Family Apts.**



agreements that govern them and the indicators such as occupancy, revenue, subsidy levels and financial statements that measure them. Managing partnership relationships on behalf of AHA and its strategic partners is crucial. Periodic business process reviews and physical inspections are arranged by the portfolio management staff in coordination with the Asset Management Division's compliance team.

Asset Valuation, the other component of this approach, is staffed by real estate professionals who oversee AHA real estate owned in coordination with other AHA departments, prepare market rent analyses, research market data and participate in the valuation of AHA development loans and other assets. AHA will further develop capacity in portfolio management and asset valuation as AHA realizes its full potential

as a diversified real estate company with a public mission and purpose consistent with its charter.

### **Reformulating the Subsidy Arrangement in AHA-sponsored Mixed-Income, Mixed-Finance Communities (formerly “Sustaining Mixed-Income Communities”)**

AHA is still exploring the strategy of reformulating the subsidy arrangement for AHA-sponsored mixed-finance, mixed-income communities from public housing operating subsidy to PBRA in order to sustain and preserve investments in these multi-family rental communities to ensure their continued viability and market competitiveness.

AHA’s exploration of the strategy would include further analysis with respect to the appropriate HUD regulatory procedure that would be more appropriate – disposition of the public housing operating subsidy including the issuance of HCVP Funds to fund PBRA, or conversion of the public housing assisted units to PBRA-assisted units utilizing HCVP Funds. Whichever strategy AHA pursues will require consultation with HUD and the decisions surrounding the approval of an appropriate implementation protocol will be critical considerations for HUD approval. Although this will be a total AHA effort, the Asset Management Division will be managing the implementation of the activity.

**Project Based Rental Assistance Site Based Administration** – Consistent with AHA’s MTW authorizations, AHA provides PBRA to private developers and owners selected through a competitive procurement process to assist with the financing and development of affordable units in healthy residential rental mixed-income communities. The Asset Management Division administers PBRA upon completion of the development phase of each new mixed-income rental community with PBRA and provides oversight and guidance as a portfolio management strategy with respect to the site-based administration of PBRA-assisted units. Under site-based administration, the owner entities of such developments and their professional management agents have full responsibility, subject to AHA inspections and reviews, for the administrative and programmatic functions carried out in connection with admissions and occupancy procedures and processes relating to the PBRA-assisted units, including advertising the opening and closing of site-based waiting lists; managing waiting lists and transfer lists including those lists maintained for reasonable accommodation requests and for PBRA-assisted rental units designated for persons with mobility impairments; interviewing and certifying eligibility and

suitability of applicants for admission; determining and verifying ongoing eligibility and continued qualification for residency on an annual basis; verifying compliance of applicants and residents with AHA's work/program participation requirement; invoicing AHA for rental assistance utilizing AHA's form of payment application; and complying with the terms and conditions of the PBRA Agreement, applicable HUD rules and regulations and other applicable federal regulations, except as modified by AHA's Restated MTW Agreement and related PBRA policies and procedures.

To enhance AHA's asset and portfolio management functions with respect to mixed-income rental communities and those with PBRA, AHA will be developing and implementing the Management Partner.net Application Project during FY 2011. The design of this project will focus on streamlining data operations, enhancing reporting capabilities and improving the interface between the Asset Management Division and the professional management agents ultimately with the goal of having a robust web-based application.

**Public Housing Replacement Using PBRA Units** – AHA and HUD may designate certain units in a mixed-income, mixed-finance residential development under a PBRA Agreement as public housing replacement units or AHA, with HUD's approval, may dispose of the Section 9 ACC subsidy and substitute Section 8 subsidy under a PBRA Agreement in AHA sponsored mixed-income rental communities. Under either such arrangement, the leasing of the units subject to the PBRA Agreement would be restricted to tenants whose incomes do not exceed 80 percent (or 60 percent where applicable), of the metropolitan area median. In order to preserve the long-term affordability of the assisted units, AHA intends to enter into PBRA Agreements with terms of at least 15 years, with options for additional periods which would be co-terminus with the required period of affordability. The options would be automatically extended, subject to meeting certain agreed-upon conditions and upon approval by the AHA.



**Private Sector Innovation** – The public/private partnerships formed to own AHA-sponsored mixed-income multifamily rental apartment communities (Owner Entities) have been authorized by AHA, through various agreements, to leverage the authority under its Restated MTW Agreement to use innovative private sector approaches to eliminate redundancy or

unnecessary activity tied to the Section 9 or Section 8 operating subsidy. AHA's asset management function has been organized with respect to the mixed-income rental communities and those with PBRA to take a unified approach focused on items such as subsidy considerations, leasing and occupancy reporting, financial reporting, site-based waiting list management, policy-related matters and compliance and oversight guidance with the goal of long-term success and sustainability of these properties. During FY 2011, AHA will finalize a policy document to promote private sector innovation in these communities.

**Streamlining Property-Level Operations** – The central focus of this activity is to streamline operating procedures at the property level by examining the various regulatory requirements that are attached to financing and funding development activities and looking for ways to reduce duplication of effort and obsolete systems in meeting requirements in reporting back to HUD and other funding and equity sources while, at the same time, fulfilling its fiduciary responsibilities. With the growth of the PBRA program, AHA will examine the various regulatory, subsidy and financing arrangements in its portfolio during FY 2011 in order to identify and develop PBRA models that have characteristics that are categorically similar yet, at the same time, unique in their structure and approach in providing sustainable affordable housing. Such diversely unique categories may include Single Room Occupancy housing, assisted living for the elderly and housing for other special needs populations.

**Rent Reasonableness Determinations** – AHA developed and initiated the ongoing operating process for Rent Reasonableness determinations in which the Asset Management Division conducts an independent market analysis for Housing Choice Operations in establishing the market equivalent rent for each residential rental unit in the HCVP. During FY 2011, the Asset Management Division will be working with Housing Choice Operations to further streamline processes and reduce costs by developing standard rent schedules for multifamily rental properties in the Housing Choice tenant-based portfolio. By accessing market-based intelligence through state of the art database systems, market analysts will be preparing comprehensive reports for multifamily properties and determine consistent rents in each multifamily rental community based on substantially similar comparables as part of a larger multifamily rental property assessment process.

**AHA Sub-Market Payment Standards Methodology** – During FY 2011, AHA's Asset Management Division will develop and implement a new methodology for establishing AHA Payment Standards for use in the HCVP. The methodology will examine and analyze residential

rental market data based on local economic factors in 30 or more discrete geographical areas. This approach will facilitate a further calibration of submarkets and related submarket rents as the changing factors and circumstances influence them. AHA will engage external expertise to assist AHA in designing a market analysis database that will allow market analysts in the Asset Management Division to review, monitor and update dynamic market data in the submarkets in order to ensure that subsidy levels are consistent with submarkets. The current schedule of AHA Payment Standards established for each of the seven Atlanta submarkets will remain in effect until the new methodology is implemented. The new methodology and submarket development process will produce results beyond the administration of AHA Payment Standards by improving the identification of richer data sets for Rent Reasonableness determinations.

**Fee-Based Contract Administration** – AHA is a founding member of Georgia HAP Administrators, Inc. (GA HAP), an eleven-agency consortium organized to provide performance based contract administration (PBCA) services to HUD. AHA compliance staff in the Asset Management Division conducts management and occupancy reviews for over 7,400 units located in the City of Atlanta and Fulton County. AHA earns unrestricted administrative and incentive fees as a subcontractor to GA HAP for conducting these reviews and, as a member of the consortium, shares in financial distributions of unrestricted revenue in excess of expenses for those states GA HAP provides PBCA services, currently Georgia and Illinois. This arrangement may be changing in the upcoming fiscal year. During calendar year 2010 and into AHA's FY 2011, AHA has been informed that HUD will be rebidding all PBCA contracts on a nationwide basis. GA HAP intends to submit a proposal for opportunities in Georgia and Illinois in an effort to continue servicing contracts in those states. GA HAP also intends to pursue additional states in order to offer and expand its proven excellence in providing PBCA services to HUD.



With Human Development being a major priority, AHA will continue to facilitate, through targeted investments and strategic linkages, connections to human services providers for AHA assisted households to ensure healthy outcomes with the goals of achieving (a) economically independent families; (b) educated children; and (c) enhanced opportunities to “age well” resulting in independent and self-sufficient elderly and persons with disabilities. AHA believes as a direct result of repositioning its properties and investing in the families, in time, the social and behavioral costs resulting from isolating families in concentrated poverty can be eliminated. To ensure that families are successful, AHA has adopted three guiding philosophies that direct its Human Development activities:

1. All families must be served and benefited by Human Development and Support Services Programs, especially as they transition from environments of concentrated poverty and during community revitalization;
2. All families who have lived in concentrated poverty must have comprehensive, hands-on support that connects them to mainstream society and new opportunities; and
3. All Human Development and Support Services Programs must be outcome driven with the expectation of success for families.

The Human Development Services and Community Partnerships Departments manage the supporting activities under this priority. Staff in this division serve as AHA’s interface between the clients, strategic partners, service providers and community stakeholders on matters relative to client success and community relations. It is also the core organizational unit working collaboratively with other AHA departments and with community-based partners in designing, facilitating and managing client self-sufficiency programs and supportive services.

### ***Significance of MTW***

AHA has raised its expectations and standards for assisted households grounded in the belief that all human beings have unlimited potential. AHA believes that repositioning its family communities into mixed-use, mixed-income communities is vital to the long-term success of families and neighborhoods and by using its MTW authority, AHA has implemented important policy changes and requirements to inspire and facilitate families in achieving their life goals. Two such policy changes that serve to mainstream families into a culture of education, work and building economic independence and self-reliance are highlighted below:

**\$125 Minimum Rent** – On October 1, 2004, AHA raised its minimum rent from \$25 to \$125 under its Public Housing and Housing Choice Voucher Programs. Households on fixed incomes, where all members are either elderly or disabled, are exempt from the minimum rent increase and their total tenant payment continues to be based on 30 percent of their adjusted gross incomes. Since implementing this requirement, AHA has seen a steady increase in households paying at or above the minimum rent.

**Work/Program Participation Requirement** – Since October 1, 2004, AHA’s work/program participation policy requires that (a) one non-elderly, non-disabled adult household member (between the age of 18 – 61 years) maintain continuous full-time employment (at least 30 hours per week); and (b) all other non-elderly, non-disabled adults maintain work or participation in a combination of school, job training and/or part-time employment as a condition of the household receiving and maintaining subsidy assistance.

CATALYST Compliance Meanings	
Full-time Worker	• Employed for 30 or more hours per week
Participation in an approved program	<ul style="list-style-type: none"> <li>• attending an accredited school as a "full-time" student</li> <li>• participating in an approved "full-time" training program</li> <li>• attending an accredited school as a "part-time" student AND successfully participating in an approved "part-time" training program</li> </ul>
Part-time Job and Part-time Program Participant	<ul style="list-style-type: none"> <li>• Employed as a part-time employee (at least 16 hours) AND successfully participating in an approved training program</li> <li>• Employed as a part-time employee (at least 16 hours) AND successfully participating in an accredited school as a "part-time" student</li> </ul>

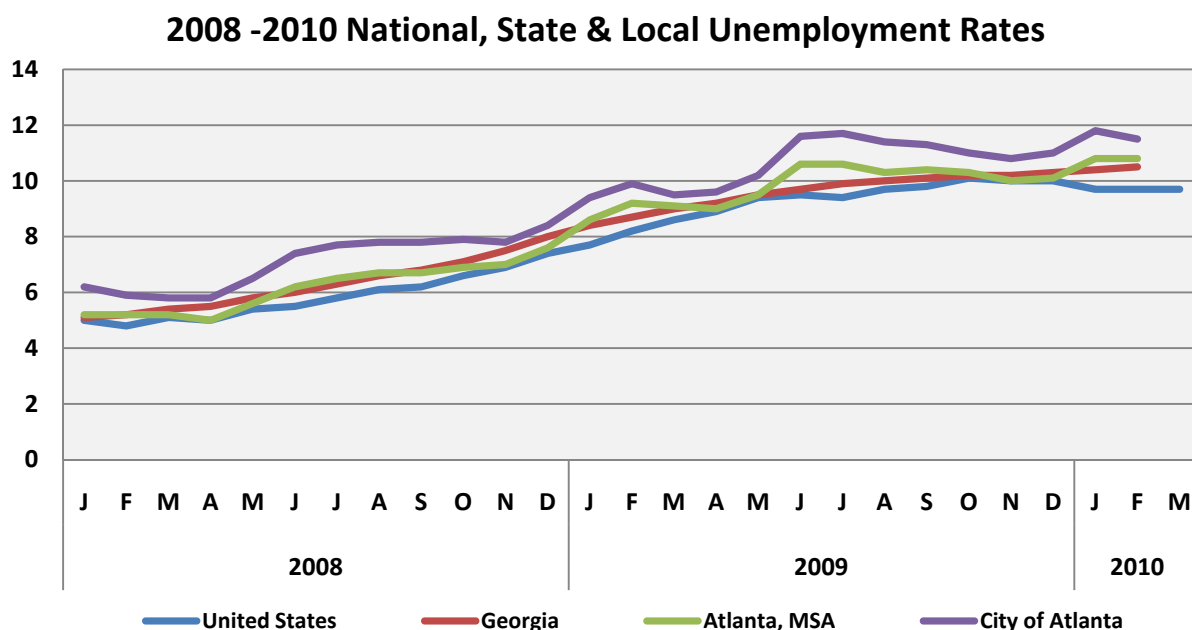
**Self-Sufficiency and Support Services** – Consistent with the Restated MTW Agreement authorizations, AHA has taken advantage of the opportunity to design and develop its own self-sufficiency programs and activities that utilize its MTW Single Fund authority to support the on-going implementation of these programs. The ability to use the MTW Single Fund across programs has been germane to the overall success of AHA’s self-sufficiency efforts. It affords AHA the ability to implement programs and activities and make targeted investments consistently and uniformly across its Public Housing and Housing Choice programs which could not be done prior to executing its MTW Agreement with HUD. Some examples of self-sufficiency and support services AHA has instituted that are discussed under this priority include:

- Human Development and Support Services
- Service Provider Network
- Good Neighbor Program II
- CATALYST Resource Guide
- Rapid Response Foreclosure Team
- Empowering S.E.L.F. through the Good Neighbor Outreach Initiative

## Supporting Activities

During FY 2011, AHA will make substantial investments that support self-sufficiency, client needs, and reduce dependency on subsidy. Using its MTW authority, AHA will also explore, design and implement targeted self-sufficiency activities and policies for assisted households as changes in the economy, client and local needs dictate.

**Work/Program Participation Requirement** – During FY 2011, AHA will continue to use its in-house professionally trained Client Services Counselors and Human Development and Support Services’ Providers outlined below to assess, assist, and connect those households that are not compliant with the Work/Program Participation requirement to community-based services, programs and employment opportunities. As of February 2010, the unemployment rate for the State of Georgia was 10.5 percent, metropolitan Atlanta was at 10.8 percent and the City of Atlanta was at 11.5 percent. These all exceed the national average of 9.7 percent during the same period as illustrated below.



<sup>1</sup> US, Georgia and Atlanta, MSA data source: Georgia Department of Labor Statistics; City of Atlanta data source: Bureau of Labor Statistics

AHA understands the impact that the rising unemployment rate may have on its clients’ ability to obtain and maintain employment. Therefore, during FY 2011, AHA and its Human Service partners will work with participants to recalibrate and focus even greater attention in helping participants acquire the skills necessary to be more competitive in the job market and future

job searches especially as the job market begins to improve. By working with members of the Service Provider Network, AHA will increase its efforts to educate and market job training and educational opportunities to its participants needing such services.

Participants in an AHA-approved job training or educational program are eligible for consideration to receive a temporary deferment from the work requirement. Placement on “deferment” status is based upon review of individual household circumstances and this status delays or suspends the household’s work/program participation requirement for a specified period of time, as approved by AHA or its representatives, to alleviate possible subsidy termination or eviction. During FY 2009, out of 7,151 targeted participants, only 27 were terminated or evicted from the housing subsidy programs for not meeting the expectations of the work requirement. Those few who were terminated refused to participate in an approved job training program recommended by AHA counselors to support the participant’s self-sufficiency and/or gain a deferment from the work requirement. Deferments from the work requirement are always granted to participants who can demonstrate and/or document their personal efforts in seeking employment or to those participants engaged in an AHA approved education or job training program. Because AHA views education as the great equalizer, participants enrolled full-time in a regionally accredited or State approved educational program (GED or post-secondary) are also eligible for deferment considerations.

The Atlanta Workforce Development Agency (AWDA), a bureau of the City of Atlanta, has been a stalwart partner of AHA; it administers employment and training programs as mandated under the Workforce Investment Act of 1998. Because of AHA’s unique relationship with AWDA and the city’s two-year colleges, AHA participants have a variety of educational options and job training opportunities to support self-sufficiency and meet the AHA work requirement. These partners have provided unprecedented workforce solutions that have aided AHA participants with job leads, writing resumes, practice with interviewing skills, and job fairs designed and hosted especially for AHA participants. With the Personal Responsibility and Work Opportunity Reconciliation Act of 1996, better known as Welfare Reform, AHA believes that its work requirement is consistent with other Federal subsidized programs (i.e. food stamp benefits and Temporary Assistance for Needy Families) that require able-bodied adults to be employed or participating in a job training program as a subsidy requirement.

**Human Development and Support Services** – During FY 2011, AHA will continue to underwrite the cost of professional Human Development and Support Services to provide intensive coaching and counseling and connections to quality resources and services to families affected

by revitalization activities (see Revitalization Program Priority for description of revitalization activities) and Quality of Life Initiative (QLI) (see QLI Status section of Plan). In support of the revitalization activities, AHA is committed to ensuring that residents affected by revitalization would have a continuum of support during pre- and post-relocation. For QLI affected households, human development and support services are provided to clients for a minimum of 27 months to assist families as they transition into their new neighborhoods. AHA and its Human Development and Support Services providers will continue working with families who experience hardships beyond the 27-month period to ensure connectivity to the most appropriate services to address their needs.

Additionally, AHA will continue utilizing its on-staff Client Services Counselors to provide coaching and counseling services for participants in AHA's Housing Choice Program and to residents not impacted by QLI or revitalization activities. AHA will also hire an Aging Well Resources Program Manager, trained in Gerontology, to work with the property management staff at its senior highrises to connect the frail elderly and persons with disabilities to appropriate services and resources so they can "age in place" or, if necessary, be placed in more appropriate supportive housing.

**Service Provider Network and Connections** – The Service Provider Network (SPN) is a focused group of established Atlanta-based service providers that supports AHA's mission and are committed to serve as a resource for AHA-assisted families' connection to employment, training, educational and other mainstream opportunities. During FY 2011, AHA will continue managing the relationships with the SPN and expand its base, which is now at 54 providers. Because of the current state of the economy, AHA will focus on building additional relationships with organizations that will support sustainable employment. AHA will continue to utilize its referral system that connects AHA-assisted families with the services provided through the Service Provider Network (SPN).



**Good Neighbor Program II** – AHA's Good Neighbor Program (GNP) is an instructional program established by AHA to provide guidance to AHA-assisted families on values, roles and responsibilities associated with being a good neighbor. The Alonzo A. Crim Center for Urban Educational Excellence at Georgia State University (GSU), in collaboration with AHA, designed the curriculum and training modules that provide the intensive instruction to participants of the program.

Since starting the program in 2004, both AHA and GSU continue to update and revise the curriculum based upon lessons learned and feedback from instructors, participants, and the greater Atlanta community. During FY 2010, AHA and GSU began offering the first of three required modules to AHA participants. Participants have completed Module 1 of the training entitled ***“Sustaining Neighborhood Through Community Expectations”***. During FY 2011, participants will focus on Module 2 entitled ***“Conflict Resolution & Problem Solving”***. Depending upon the progress of the participants with the training process, the 3<sup>rd</sup> module, ***“The Value of Life-Long Learning”*** may also be offered during FY 2011.

**Customer and Community Relations Center** – AHA will continue to operate and maintain its Customer and Community Relations Center including access to a 24 hour dedicated phone line (1-888-AHA-4YOU) for the community to voice neighborhood and/or client compliments or concerns to AHA. During FY 2011, AHA will increase its Customer and Community Relations Center staff with the desired goal to be more responsive to the increased number of AHA-assisted clients relocating into the broader community. This staff augmentation will assist with weekend and after hour responses.



**Rapid Response Assistance Team** – During FY 2008, AHA established a Rapid Response Assistance Team to assist Housing Choice participants impacted by property owner foreclosures. The Rapid Response Assistance team offers an expeditious continuum of support leading to the resettlement of impacted families into a new living environment. Since the inception of the Rapid Response Team, AHA has seen an increased need for similar services for families impacted by other emergency situations such as natural disasters or property abatements. During FY 2011, the team will work with Housing Choice staff and inspectors to strengthen the “emergency move” referral process.

**Empowering S.E.L.F. through the Good Neighbor Outreach Initiative** – To complement the Good Neighbor Program and support life-long learning, during FY 2011, AHA will implement the Empowering S.E.L.F. through the Good Neighbor Initiative. The acronym S.E.L.F. is relevant and critical to the goal of healthy human transformation and reconnecting families to mainstream society by helping the participants focus on the following goals:

- ***Self-sufficient*** individuals and families focused on building generational wealth



- ***Education*** to improve the quality of life for heads of households and their children
- ***Living Environment*** building on self-pride, program compliance and becoming productive citizens
- ***Focus*** on life-long learning and continuous self-improvement

The Empowering S.E.L.F. through the Good Neighbor Outreach Initiative will provide constant and consistent educational awareness opportunities to all Housing Choice participants with instructions and seminars focused on ***Understanding and Maintaining Community Expectations, Financial Literacy for Personal and Family Success, Living Healthy Lifestyles, and Developing and Maintaining Healthy Relationships***. AHA will partner with established community based service providers to ensure a dynamic and rigorous curriculum that empowers participants with knowledge and skills necessary to strengthen their families and the communities in which they live.

**Atlanta Community Scholars Awards (ACSA)** – Launched in 2003, the Atlanta Community Scholars Awards (ACSA) is an AHA initiative that provides post secondary scholarships to eligible AHA residents to attend the college, university or technical school of their choice. Partnering with the United Negro College Fund (UNCF), one of the nation’s oldest and most successful education assistance organizations, UNCF provides fiscal oversight for grants and gifts received for ACSA and scholarship disbursements to awardees. Funding for the scholarships in the program are financial gifts from AHA employees and other community benefactors who support AHA’s vision. AHA will continue offering ACSA to eligible AHA-assisted families during FY 2011.

**Place-Based Supportive Services Strategy Pilot** – In FY 2007, AHA in collaboration with a number of partners implemented a place-based pilot named the NORC (Naturally Occurring Retirement Community) at Marian Road, Piedmont Road, and Cheshire Bridge Road highrises. The NORC is a national program model focused on enabling adults to “age in place” and builds the community capacity to support the process. The NORC places a strong emphasis on resident involvement with priorities set by residents and new initiatives capitalize on the economy of scale created by the concentration of individuals with similar needs. Led by the Atlanta Regional Commission’s (ARC) Division on Aging, the primary partners in this pilot include AHA, Visiting Nurse Health System, Piedmont Hospital, Jewish Family and Career





Services and the Jewish Federation of Greater Atlanta. During FY 2011, the three year term of the NORC grant will end.

**Aging Well Program** – From lessons learned during the NORC pilot program, AHA has developed and will introduce its “Aging Well” program which will be enhanced by the “new” environments that will be created at the AHA highrise communities using American Recovery and Reinvestment Act (ARRA) Capital funds. When completed, these “new” vibrant, healthy environments will promote the use of technology to improve resident connections to family, friends, and community. Additionally, the “Aging Well” Program will greatly enhance socialization, lifelong learning through the offering of a variety of wellness opportunities to seniors and persons with disabilities residing in these highrise communities. Knowing that lifestyle and wellness activities are important to maintain health and function, the Aging Well program will focus on reinvigorating the highrise communities through wellness programs that will strengthen the residents’ emotional, intellectual, physical, social, and spiritual wellbeing. AHA’s Human Development Services, Real Estate Management Departments and the Atlanta Regional Commission will work collaboratively to implement the success of the Aging Well program. The implementation of the collaborative strategy will ensure that capital upgrades and human services at the highrises are working in concert to provide residents with the best environments possible for healthy aging in place.

**Resource Development to Support Family Success** – AHA also understands the many needs of the families it serves and importance of collaborating with established community-based organizations to ensure that all families have access to services and resources necessary for healthy human transformation. During FY 2011, AHA will work with appropriate community-based organizations to research and apply for grant opportunities. Efforts will focus on funding opportunities offered by various foundations as well as Federal, state, and local governments. Funds from successful grant applications will be used to further leverage AHA’s and its partners’ financial resources to support existing service capacity needs and to implement programmatic strategies developed during FY 2011.

As of December 31, 2009, and upon completion of the successful relocation of the public housing assisted households from the twelve QLI impacted properties, AHA owns and operates 11 highrise communities for elderly persons and persons with disabilities and two small family communities. Collectively, these communities are called AHA-owned Residential Properties.

During FY 2011, AHA will continue to implement renovations at its AHA-owned Residential Properties that support the transformation of these communities from institutional multi-family residences to quality living environments whose physical attributes support delivery of vibrant programs for AHA residents. Professional Private Management Companies (PMCOs) will continue comprehensive management of these properties in accordance with AHA's goals, objectives, and financial resources. AHA is also using approximately \$18.5 million of its \$26.5 million allocation of American Recovery and Reinvestment Act (ARRA) formula Capital Funds and supplemental MTW funds for the initial phases of rehabilitation of its AHA-owned Residential Properties to address priorities for critical building viability upgrades, energy conservation measures, exterior and site improvements, and renovation of main floor(s) common areas and furniture, fixtures, and equipment. Additionally, at the highrise properties, these improvements will be targeted toward improving the physical environment so that they can appropriately support programming to improve opportunities for socialization, lifelong learning, wellness, recreation, and broadband access. A listing of the AHA-owned Residential Properties is located in **Appendix F** and further details on ARRA capital improvements work is described in the ARRA section of the Plan.

### ***Supporting Activities***

Since 2004, AHA has implemented numerous policy and/or procedural changes, utilizing our MTW authority that have clearly demonstrated positive outcomes at our communities and are now part of our standard operating procedures. These changes include the following:

- 4-to-1 Elderly Admissions Policy at AHA's highrise Communities
- Elderly Income Disregard
- \$125 Minimum Rent
- Work/Program Participation
- Enhanced Real Estate Inspection Systems
- Enhanced Accessibility Initiative
- Violence Against Women Act (VAWA)

- Place-Based Supportive Services Strategy Pilot
- Rent Simplification
- Resident Survey

For more detail on each of the above, please refer to AHA's ongoing activities/projects/initiatives section of the Plan.

### **Policy Changes**

AHA will continue to set new policy standards and incentives to promote family self-sufficiency and success. AHA will establish an income disregard policy for the disabled similar to its Elderly Income Disregard policy that will allow AHA to disregard employment income for disabled adults on fixed incomes who earn employment income. AHA will also continue to re-examine policies, align them with private sector standards and revise them where appropriate to eliminate any administrative burden associated with implementing these policies.

### **Energy Management Initiative**

During the past decade, AHA has initiated a number of energy conservation initiatives at AHA-owned and assisted properties. In FY 2011, AHA will continue to expand its focus and refine objectives and strategies in the areas of energy conservation and efficiency, sustainability, and education of stakeholders. The energy management initiative that began in FY 2010 and continues in FY 2011 takes a holistic and comprehensive approach to energy management as a component of AHA's asset management strategy for its owned properties. AHA has allocated a portion of the ARRA formula Capital Funds to make energy conservation improvements a part of its common areas renovations. Additionally, AHA has directed that, at a minimum, Energy Star and WaterSense standards be followed for future equipment purchases and maintenance programs and that it actively support staff/stakeholder training to improve knowledge of energy and sustainability practices and tactics. Moreover, AHA intends to initiate and implement a second energy performance contract to provide access to an additional estimated \$8 to 12 million in third-party funds that can be used to further implement energy conservation and efficiency solutions at AHA-owned Residential Properties. These capital improvements will complement and supplement the ARRA renovations and accelerate AHA's ability to continue the physical changes that will transform these properties into quality living environments whose physical attributes support delivery of vibrant aging well programs for its residents. AHA plans to work proactively with HUD during the planning and implementation of the water and energy conservation measures and initiatives described including stabilizing the frozen rolling

consumption base. In addition, AHA will pursue supplemental funding/grant opportunities for green initiatives to further enhance the quality of the physical environment at the AHA-owned Residential Properties.

### **Aging Well Program**

During the last decade, AHA has made a number of improvements in the physical quality of the AHA-owned Residential Properties. Concurrently, the occupancy of these communities has evolved to where there is a higher percentage of older adults. AHA desires to assist residents in maintaining independent living in their homes for as long as possible and avoid premature institutionalization. AHA plans to accomplish this by providing residents access to programs and services that enable them to age with dignity and maintain their quality of life. During FY 2011, AHA intends to design an Aging Well Program focused on four goals, and will seek federal, state, local, non-profit, foundation and/or private sector funding to support such goals:

- Enhance socialization, learning, and wellness opportunities
- Make the physical spaces vibrant and active with programming
- Incorporate technology to make spaces alive and improve resident connections to family and friends
- Enhance connectivity to the broader external community

For additional information on AHA's Aging Well Program, see the Human Development section of the Plan.

As part of the American Recovery and Reinvestment Act (ARRA) formula Capital funding to public housing authorities across the country, AHA received approximately \$26.5 million in ARRA funds that are being used for rehabilitation of 13 AHA-owned Residential Properties and for demolition of four obsolete and distressed properties that were in Phase Two of AHA's Quality of Life Initiative.

### **AHA-Owned Residential Properties**

#### **Properties Undergoing Renovation – \$18.5 m**

Barge Road Highrise  
Cheshire Bridge Road Highrise  
Cosby Spear Highrise  
East Lake Highrise  
Marietta Road Highrise  
Peachtree Road Highrise  
Piedmont Road Highrise  
Martin Street Plaza  
Westminster  
Georgia Avenue Highrise  
Hightower Manor Highrise  
Juniper and Tenth Highrise  
Marian Road Highrise

#### **Undergoing Demolition—\$8 m**

Herndon Homes  
Hollywood Courts  
Palmer House  
Roosevelt House

ARRA funded renovations of the AHA-owned Residential Properties include capital improvement work in the following categories:

- **Dwelling Structures/Major Systems** – Improvements to building envelop, major systems and dwelling units to included energy efficiency improvements
- **Site Improvements-** Parking lot, sidewalk and street repairs as well as erosion control, landscaping and exterior recreation space enhancements
- **Common Areas-** Lobby, common area and specialty function room renovations
- **Non-Dwelling Equipment** – Computers, common area equipment, laundry facility washers and dryers and furniture fixtures and equipment
- **Fees and Costs** – design and construction management fees

AHA's business model for the AHA-owned properties utilizes third party professional property management firms (PMCOs) to handle site-based management, including the day-to-day property operations, maintenance, and capital improvements. Under this approach, the PMCOs provide comprehensive construction management services, including administration of design and construction contracts for property renovations. AHA has had long-term success with this approach, which is facilitating AHA's ability to promptly and prudently administer ARRA funds. As of February 28, 2010, AHA had obligated 100% of the ARRA funding obligation and expended over 7% of its ARRA funding allocation.

For additional information, the Capital Planning section of the Plan (**Appendix L**) provides AHA's updated plan for capital projects using both ARRA and MTW Funds. **Appendix R** includes AHA's HUD approved Capital Fund Annual Statement Parts I & II (Rev #2). However this statement will be revised around May/June 2010 and subsequently submitted to HUD upon receipt of hard construction bids for the ARRA projects.

During FY 2010, AHA entered into a contract with a qualified firm to provide comprehensive business transformation consulting services. AHA's objective is to realize its full potential as a diversified real estate company with a public mission and purpose. The business transformation consulting services will be a critical component in achieving this objective by utilizing a three-phase strategy that (i) assesses and evaluates AHA's current business systems and practices; (ii) develops and recommends an efficient and effective business model patterned after the best practices of successful private-sector real estate companies and the state-of-the-art information systems that support such companies; and (iii) develops and launches a business transformation implementation plan.

### ***Significance of MTW***

AHA expects the implementation of the business transformation will yield significant returns over time, including substantially improved operational efficiency and effectiveness, improved reporting and a higher level of professionalism and accountability. These outcomes are consistent with the MTW Statutory goal to reduce costs and improve cost effectiveness in federal expenditures.

### ***Supporting Activities***

Just as AHA has completely transformed its delivery of the affordable housing resource in the City of Atlanta, AHA has a vested interest in setting its future course by transforming the business enterprise to include its organizational structure, business processes, personnel, operations and delivery systems. Another major component will be the transformation of AHA's information technology and data management systems to a single-sourced, comprehensive, integrated and relational database and reporting system that will enhance enterprise decision-making, promote and foster information-centered collaboration across and between all AHA departments and lead to successful mission-driven outcomes. AHA will adopt the best practices used by diversified real estate companies in the private sector to design and implement comprehensive project-based budgeting, management, accounting and reporting. Beginning in FY 2010 and into FY 2011, AHA intends to carry-out phases I and II and begin the implementation of III of the three-phase strategy described above. AHA leadership and staff will also work with the business consultant to devise a mechanism for data collection, monitoring and measuring the effectiveness of this initiative against the stated MTW Statutory goal.



This section provides a high-level overview of MTW policies that AHA developed and implemented in pursuing innovative strategies as an MTW agency and, additionally, those policies AHA is proposing for implementation under its FY 2011 MTW Plan. The Policy Research and Development group in the Asset Management Division has the primary responsibility of advising other AHA departments in matters relating to their respective policy development needs including interpretation of policy requirements. MTW policies and other AHA policies are effective only after approval and adoption by the AHA Board of Commissioners who, in doing so, authorize the President and Chief Executive Officer to execute and provide administrative direction in the implementation of those policies.

### ***Key Policy Documents***

MTW policies in effect for AHA-sponsored mixed-income residential rental communities, AHA-owned communities and rental housing assisted under the Housing Choice Voucher Program are captured in two key policy documents:

- *Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments* (Statement of Corporate Policies)- Revision 4 of this policy document was adopted by the AHA Board of Commissioners on April 30, 2008. AHA will make additional policy changes as described below and will submit Revision 5 of the Statement of Corporate Policies as part of the submission of this Plan in **Appendix N**.
- *Statement of Policies Governing the Housing Choice Tenant-Based Program* (Statement of Housing Choice Policies) Revision 7 was adopted by the AHA Board of Commissioners on September 3, 2008. AHA will make additional policy changes as described below and will submit Revision 8 of the Statement of Housing Choice Policies as part of the submission of this Plan in **Appendix O**.

The Statement of Corporate Policies and the Statement of Housing Choice Policies also provide policy guidance for internal procedures and site-based administration requirements for Project Based Rental Assistance. During FY 2011, AHA will finalize a consolidated policy document for mixed-income rental communities with Project Based Rental Assistance.

## ***Summary of Key MTW Policies***

The following summarizes key MTW policies which are in effect and applied uniformly for AHA-sponsored mixed-income residential rental communities (including those with Project Based Rental Assistance), AHA-owned communities and rental housing assisted under the Housing Choice Voucher Program, except as otherwise noted.

- **\$125 Minimum Rent**

AHA increased the minimum rent tied to the total tenant payment from \$25 to \$125 for assisted households exempting households in which all household members are either elderly and/or disabled, and whose sole source of income is Social Security, SSI, or other fixed annuity pension or retirement plans. Such households will still be responsible for paying rent based on 30% of their monthly adjusted income for rent and utilities. The intent of the policy is to promote economic independence and responsibility among assisted families. AHA conducts an annual analysis to monitor the impact of this policy on assisted households. The results of the annual analysis continue to indicate that the \$125 minimum rent does not have a negative impact on assisted households.

- **Work/Program Participation Requirement**

Work/Program Participation requires that (a) one non-elderly (18 to 61 years old), non-disabled adult household member maintain continuous full-time employment (at least 30 hours per week) and (b) all other non-elderly, non-disabled household members maintain work or participate in a combination of school, job training and/or part-time employment as a condition of the household receiving and maintaining subsidy assistance. This policy fosters and promotes AHA-assisted households to pursue and accomplish economic independence and self-sufficiency.

- **Rent Simplification**

AHA established the AHA Standard Deductions for use in determining the adjusted annual income of assisted households instead of HUD's verification-intensive system of deductions and allowances. The AHA Standard Deductions policy increases the standard amount deducted from income for dependent and elderly/disabled family deductions resulting in a level, equitable benefit for all AHA-assisted households. Although the policy eliminates the expense verification approach to calculating unreimbursed expenses for childcare, medical and disability-related expenses, these expenses are offset by higher deductions and a provision to use the expense verification approach for genuine catastrophic hardships.

Operationally, Rent Simplification is designed to streamline the rent calculation process and improve operating efficiency and effectiveness and intended to avert calculation errors and potential fraudulent reporting and reduce the administrative burden associated with the expense verification approach which often wastes staff time reviewing and making determinations on vague and incomplete documentation.

- **Elderly Income Disregard**

AHA, in determining annual household income, will disregard the employment income of an Elderly Person whose sole source of income is Social Security, SSI, and/or other similar fixed income received from a verified plan (Annual Fixed Income), provided the employment income does not result in the discontinuance of the Elderly Person's sole source of Annual Fixed Income. This policy is applicable to all AHA housing assistance programs and serves as the replacement for any applicable HUD rules and regulations. AHA, in its discretion, may establish reasonable verification procedures and documentation requirements to ensure program integrity.

- **Elderly Admissions Preference**

This admissions policy, applicable to public housing-assisted mixed-population communities with elderly/almost elderly (62 years or older and 55 to 61 years old, respectively and together referred to here as "Elderly") and Non-Elderly Disabled residents, authorizes the admission of four Elderly applicants from the waiting list before admitting one Non-Elderly Disabled applicant. This creates a manageable and substantially improved mix of Elderly and Non-Elderly Disabled residents to better address the complex quality of life, security, management and social issues associated with mixing these two populations.

- **Preserving Affordability – 30% of Adjusted Income Policy**

In order to preserve housing affordability for participants of the Housing Choice Voucher Program, the total tenant payment (TTP) of participants, unless subject to AHA's minimum rent, will be no more than 30% of the household's monthly adjusted income for rent and utilities. This policy differs from current HUD rules and regulations that allow Housing Choice assisted households to lease rental housing with a TTP as high as 40% of adjusted income for the initial term of the lease and over 40% upon renewal. This policy is especially important because it preserves affordability and fosters economic stability of assisted households. Of strategic significance to AHA, the policy ensures that the financial arrangement of assisted households who relocated from distressed and obsolete public

housing projects using Housing Choice vouchers would be no different than the financial arrangement they had as public housing residents.

- **Housing Choice Homeownership Policy**

This policy allows AHA the flexibility to establish reasonable underwriting procedures and eligibility and participation requirements for the Housing Choice Homeownership Program. The requirements are aligned to support the long-term success of low-income families achieving their dream of homeownership.

- **Individual Development Account (IDA) Initiative**

Having eliminated the federal earned income disallowance for Residents paying an Income Adjusted Rent, Atlanta Housing Authority, in its discretion, may implement an IDA initiative which would promote and encourage personal economic independence among Residents through a monetary incentive program.

### **Proposed FY 2011 MTW Policies**

The following summary outlines proposed FY 2011 MTW policies which will be effective July 1, 2010 and applied uniformly for AHA-sponsored mixed-income residential rental communities (including those with Project Based Rental Assistance), AHA-owned communities and rental housing assisted under the Housing Choice Voucher Program, except as otherwise noted.

- **Non-Elderly Disabled Income Disregard**

AHA, in determining annual household income, will disregard the employment income of a Non-Elderly Disabled Person whose sole source of income is Social Security, SSI, and/or other similar fixed income received from a verified plan (Annual Fixed Income), provided the employment income does not result in the discontinuance of the Non-Elderly Disabled Person's sole source of Annual Fixed Income. This policy is applicable to all AHA housing assistance programs and serves as the replacement for any applicable HUD rules and regulations. AHA, in its discretion, may establish reasonable verification procedures and documentation requirements to ensure program integrity.

- **Housing Choice Voucher Program HAP Abatement Policy**

AHA, in its discretion, may develop and implement procedures and practices governing the abatement of housing assistance payments payable to owners in the event a rental unit

assisted under the HCVP fails to comply with the AHA's Inspection Standards. The procedures and practices established under this policy will be set forth in the HCVP operating procedures and implemented as a substitute for any applicable HUD rules and regulations.

- **Administration of Housing Choice Voucher Program Waiting List**

Policies regarding the administration of the Housing Choice Voucher Program waiting list are covered under Part II (Admission to Program) of the Statement of Housing Choice Policies. These policies are being clarified with respect to the ranking of applicants on the waiting list and the processes for organizing, updating and maintaining applicant records. Additional language will state that AHA, in its discretion, may establish reasonable procedures for reevaluating the reliability of waiting list information, exploring alternative lottery strategies for the selection of applicants and setting the requirement that applicants on the waiting list must notify AHA of their interest within a specified period of time in order to remain on the waiting list. The purpose of this policy clarification is to authorize reasonable procedures that allow AHA to manage the waiting list and issuance of vouchers in a nimble, effective and equitable manner while improving communication with respect to an applicant's waiting list status and placing the responsibility and accountability of notification of continued interest upon applicants.

- **Standard Income Deductions and the Treatment of Assets**

Policies regarding standard income deductions and the treatment of assets are covered under Part III (Resident Benefits and Opportunities) of the Statement of Corporate Policies and Part IV (Rent) of the Statement of Housing Choice Policies. These policies are being restated by adding language that states that the President and Chief Executive Officer shall approve the schedule of standard income deductions and any changes to the treatment of assets prior to implementation and that the AHA Board of Commissioners shall approve the annual analysis of the impact of rent-related policies on assisted households prior to submission to HUD. Current policy language states that the AHA Board of Commissioners shall approve standard income deductions and any changes to the treatment of assets. Since these are administrative matters covered under the authorizations given by the AHA Board of Commissioners to the President and Chief Executive Officer and the Restated MTW Agreement requires the AHA Board of Commissioners to approve rent-impact analyses, the restated policy is appropriate.

AHA engaged Dr. Thomas D. Boston of EuQuant to conduct an independent, longitudinal study of AHA's MTW Program to evaluate AHA's performance in achieving its goals as an MTW agency. EuQuant's Baseline Report was included in AHA's FY 2006 MTW Annual Report and its Interim Report was included in AHA's FY 2008 MTW Annual Report. EuQuant's comprehensive research results measuring AHA's success from the baseline date of June 30, 2004 through June 30, 2010 will be presented in the FY 2010 MTW Annual Report.

The following summary highlights the major research findings of the first two installments of the MTW Benchmarking Study.

1. In 1995, 47% of assisted households lived in public housing developments, 33% used Housing Choice vouchers and 20% lived in properties primarily serving the elderly. By 2007, only 15% of households lived in public housing developments while 57% used Housing Choice vouchers, 9% lived in new mixed-income rental communities, 18% lived in properties primarily serving the elderly, and 2% lived in privately-owned mixed-income rental communities with Project Based Rental Assistance for an agreed percentage of the units.
2. To measure neighborhood quality, EuQuant developed and used a proprietary Community Attribute Index (CAI). The CAI is a multi-dimensional metric that contains 15 variables that best describe the characteristics of neighborhoods. The variables were grouped under the following categories: economic opportunity, poverty status, educational attainment, housing and population characteristics, family stability and crime. The CAI analysis found that the large scale relocation of families from public housing developments to mainstream market rate housing (using the Housing Choice Voucher Program), to mixed-income rental communities (including those with Project Based Rental Assistance) allowed families to live in better neighborhoods. In those neighborhoods, AHA-assisted families received higher quality housing services and gained access to opportunities that enhanced their upward mobility. As a result, voucher recipients and residents of mixed-income rental communities displayed significant improvements in self-sufficiency. In contrast, families who relocated from one public housing development to another public housing development experienced the smallest improvement in neighborhood quality and attained the lowest increase in economic self-sufficiency.
3. AHA's Revitalization Program did not cause AHA-assisted families to lose housing assistance. To examine this, EuQuant employed a quasi-experimental research design in which it

established a control group (that consisted of AHA-assisted families who lived in six public housing developments that were not revitalized) and a treatment group (that consisted of AHA-assisted families who lived in six public housing developments that were revitalized into mixed-income communities). The groups had similar characteristics in 1995. EuQuant measured the difference in attrition rates over time in order to determine if they varied significantly between the groups. Families were tracked longitudinally and observations were recorded in 1995, 2001, 2004 and 2007. The research results showed that there was no statistically significant difference in attrition between the control group and the treatment group. Therefore, families affected by revitalization (the treatment group) did not experience a greater loss of housing assistance than did families who were not affected by revitalization.

4. EuQuant examined Atlanta Public School 3<sup>rd</sup> and 5<sup>th</sup> graders whose families received AHA housing assistance. Students whose families lived in market rate housing (with the assistance of voucher) and students whose families lived in mixed-income communities performed significantly better in school when compared to children who lived in public housing developments. A regression analysis revealed that school quality (as measured by the performance of all students in the school) explained 44.0% of the variation in how students performed on a national standardized test. The conclusion is the housing opportunities created by Housing Choice vouchers and the mixed-income communities gave students access to better performing schools. Once enrolled, the children in these two housing categories performed better in comparison to children whose families lived in public housing developments.
5. A Benefit-Cost analysis found that the net benefit to society of the initial 13 phases of mixed-income developments sponsored by AHA was \$1.6 billion. EuQuant's analysis considered the fixed costs of constructing each mixed-income development phase and the on-going operating costs and revenues. Other non-financial benefits and costs associated with mixed-income communities in comparison to public housing developments were monetized. These included the net benefit of living in better quality housing, reducing crime and improving school quality. The average net social benefit of each revitalized mixed-income community was \$123 million and the benefit-cost ratio was 1.58 to 1.
6. It is generally believed that AHA-assisted families who use tenant-based Housing Choice vouchers or those who live in mixed-income rental communities are more highly motivated toward self-improvement than are families who live in public housing developments.



EuQuant used an advanced statistical procedure to control for this selectivity bias. Having done so, EuQuant found that households in the Housing Choice Voucher Program had an average gain in household income that was \$1,427 greater than the household income of identical households who lived in public housing developments. Likewise, the average gain in household income of households who lived in mixed-income rental communities was \$2,915 greater than the household income of identical households who lived in public housing developments.

The 2010 MTW Benchmarking Study will evaluate the success of MTW implemented activities over the course of the demonstration from June 30, 2004 through June 30, 2010. The primary focus of the study will be to provide an assessment of the following MTW objectives.

1. A reduction in poverty concentration
2. The creation of healthy communities
3. An increase in resident self-sufficiency
4. The creation of mixed-income communities

In addition to monitoring, tracking and evaluating outcomes, the 2010 MTW Benchmarking Study will define and explain important relationships, changes, trends and conclusions. The evaluation is designed to provide a framework for demonstrating how AHA-assisted families and revitalized communities may have benefited from MTW activities – as opposed to other factors. The evaluation will also show how MTW policies have created opportunities for AHA-assisted families as opposed to negative outcomes and to demonstrate how certain contributing factors related to MTW activities that may have offset negative outcomes.

### **Independent Research and Evaluation of Innovations under AHA's Restated MTW Agreement**

Subsequent to the completion, by EuQuant, of the FY 2010 MTW Benchmarking Study, AHA intends to undertake further research and evaluation of the innovations using AHA's Restated MTW Agreement. To maintain the continuity and integrity of the research, during FY 2011 AHA intends to continue working with EuQuant to establish the metrics and benchmarks that will be used for the assessment of AHA's MTW program during the balance of the term of the Restated MTW Agreement.

## **AHA LEADERSHIP**

Renée Lewis Glover joined the Atlanta Housing Authority (AHA) as CEO in September 1994. Since that time, she has been widely acknowledged for her business leadership and strategic approach to community redevelopment. At AHA, Glover pioneered master-planned, mixed-finance, mixed-income residential development where families of all socio-economic profiles live next to each other in the same amenity-rich community.

Glover has been nationally recognized for her role in transforming U.S. urban policy. By introducing mixed-income communities into our cities, she has improved not only housing, but also public schools, transit access and employment opportunities. In fact, the model Glover created at AHA is now used as the redevelopment blueprint by the U. S. Department of Housing and Urban Development.

Renée Lewis Glover has received numerous recognitions over the years. In March 2010, Glover was named by *Georgia Trend* magazine as one of Georgia 2010 Power Women. In October 2009, she was inducted by *Affordable Housing Finance* magazine into the Affordable Housing Hall of Fame. She was presented with the 2009 Urban Innovator Award from the Manhattan Institute Center for Civic Innovation. She was honored with the Turner Broadcasting Downtown Community Service Award in March 2007. On December 17, 2005, the “Masked” Award was presented to Ms. Glover by the United Negro College Fund, Inc. and the African Heritage Foundation, in appreciation for her support of UNCF and the 22nd Anniversary Mayor’s Masked Ball. In July 2003, Renée Glover was chosen by the Atlanta History Center as one of Atlanta’s Defining Women. She was named Public Official of the Year 2002 by *Governing Magazine*. In June 2002, a collaboration among the Center for American Women and Politics, the Ford Foundation and the Council for Excellence in Government recognized Glover as one of the top ten American women in government. Glover has also been featured in *Atlanta Women Speak*, an anthology of speeches from Atlanta’s political and corporate leadership. She was also honored with the Dan Sweat Community Leadership Award from the Urban Land Institute in 1998.

Prior to joining the Atlanta Housing Authority, Glover was a corporate finance attorney in Atlanta and New York City. She received her Juris Doctorate from Boston University, her Master’s degree from Yale University and her Bachelor of Arts from Fisk University.

## **AHA LEADERSHIP – continued**



### **Renée Lewis Glover, President and Chief Executive Officer**

*Renée Lewis Glover* joined the Atlanta Housing Authority (AHA) as CEO in September 1994. Glover has been nationally recognized for her role in transforming U.S. urban policy. At AHA, Glover pioneered master-planned, mixed finance, mixed-income residential development, and reorganized AHA to become a diversified real estate company, with a public policy and service-oriented mission. Her efforts have rebuilt entire communities from the ground up, and in creating a replicable model for redevelopment, Glover has helped cities across the country transform their urban landscapes. Prior to joining AHA, Glover was a corporate finance attorney in Atlanta and New York City. She received her Juris Doctorate from Boston University, her Master's degree from Yale University and her Bachelor of Arts from Fisk University.

### **Joy Fitzgerald, Chief Operating Officer, Real Estate Development & Acquisitions**

*Joy Fitzgerald* has more than 25 years of experience in affordable housing and mixed-income revitalization, having served for ten years as the Executive Director of the Houston Housing Authority and for four years as the Director of Affordable Housing for the Georgia Housing Finance Agency before joining AHA. Ms. Fitzgerald provides leadership to AHA's repositioning strategy and oversees the strategic planning and implementation for all AHA redevelopment and acquisition projects.

### **Gloria J. Green, General Counsel & Chief Legal Officer**

*Gloria J. Green's* legal career includes serving as an Attorney with the Securities and Exchange Commission in the Office of General Counsel, Washington, D.C. and in the Division of Enforcement, Atlanta Regional Office, and Vice President, Deputy General Counsel and Director of Legal Services for the Federal Home Loan Bank of Atlanta where she directed the day-to-day activities of the Legal Department. Ms. Green is a graduate of Duke University in Durham, N.C. and holds a Juris Doctorate degree from Georgetown University Law Center, in Washington, DC. As an integral member of AHA's executive management team, Ms. Green manages the Legal Department which provides legal services to support the implementation of AHA's Business Plan.

### **Mark Kemp, Senior Vice President of Operations**

*Mark Kemp* has over 20 years of strategically mastering progressive action programs and solution-driven projects using innovative approaches to various operational and corporate initiatives in housing and educational environments. As an objective and constructive resource, Mark focuses on balancing AHA's resources through practical application of measures in order to drive strategies, improve efficiencies, and contain costs. Within AHA, Mr. Kemp is currently leading the Administrative Operations division of the agency, which includes Information Technology, Acquisition Management Services, Human Resources, Strategic Planning, and others devoted to supporting the operating divisions of the organization.

## ***AHA LEADERSHIP – continued***

### **Edward (Mike) Proctor, Ph.D., Chief Operating Officer for Asset Management and Chief Policy Officer**

Mike Proctor provides leadership in the areas of policy, asset management, research and evaluation, new business and investment opportunities and corporate planning. Dr. Proctor has over 33 years experience in housing programs, housing finance, and community development and revitalization. He received his doctorate with a specialty in public policy and administration from Georgia State University. As a Fannie Mae Foundation Fellow he focused on affordable housing issues at Harvard's Joint Center for Housing Studies. He is a graduate of Harvard's Senior Executives in State and Local Government Program at the John F. Kennedy School of Government. Dr. Proctor currently serves on the Community Coalition Board of the Morehouse School of Medicine Prevention Research Center and is a member of the National Prevention Research Center policy committee sponsored by the U.S. Centers for Disease Control and Prevention. In a recent issue of *Policy Studies Journal*, Dr. Proctor was recognized for his work as an active international policy scholar.

### **Suzi Reddekopp, Vice President, Finance**

Suzi Reddekopp is an accomplished executive with over 25 years of strategic financial and operational leadership in the private sector. Ms. Reddekopp served as Chief Financial Officer and Chief Operating Officer of a national steel fabrication/construction company. As CFO, she was responsible for the company's finance function bringing financial accountability to each level of the operation, and as COO she served as the catalyst for transitioning a family owned business to a cohesive unit of a large publicly held corporation. She also served as COO and CFO for an award-winning commercial real estate development/construction firm. She joined the company as it was experiencing cash flow and operational challenges. She implemented an intense turnaround, consolidating 30 entities into a cohesive and profitable operation. Ms. Reddekopp brings enthusiastic leadership to AHA's Finance team as it continues to evolve in its mission to deliver strategic financial leadership through excellent financial intelligence and quality accounting services.

### **Barney Simms, Chief External Affairs Officer, Community, Governmental & External Affairs**

*Barney Simms* is an innovative and outcomes driven leader well known for connecting to the hearts and spirits of people challenged by at-risk circumstances and situations. His brand of strategic leadership, coupled with his community involvement and compassion for people, has been paramount in AHA's work in changing lives. With more than 25 years of progressive leadership as a decision maker and an advocate for senior and children issues, Mr. Simms provides the guidance for the implementation of strategies that connect AHA participants to mainstream resources and support services that bolster healthy outcomes for children, independent families and self-sufficient elderly and persons with disabilities.

## ***AHA LEADERSHIP – continued***

### **Pat Jones, Executive Program Manager, Real Estate Management**

*Pat Jones* is a Senior Vice President & Managing Principal for Draper & Associates, an Atlanta-based firm that specializes in formulating and implementing solutions to business challenges with corporate clients. Ms. Jones has 32 years of project and program management and is currently on assignment to AHA as Program Manager for Comprehensive Technical Program Management Services. She has a proven track record in managing public-private relationships. Her experience in construction and contract management enable her to maximize efficiency and quality through the use of strategic partnerships. Her project based approach to improving real estate operations is evident in the AHA's Real Estate Management division that is responsible for the agency's relationship with its private sector partners who operate AHA's Affordable Properties.

## **AHA Vice Presidents**

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**Reneé Bentley**, Vice President, *Housing Choice Operations*

**Angela Chadwick**, Deputy General Counsel

**Ken Clark**, Vice President, *Real Estate Transactions and Financial Operations*

**Vona Cox**, Vice President, *Acquisitions and Management Services*

**Martha McMillin**, Deputy General Counsel

**Marvin Nesbitt Jr.**, Vice President, *Human Development Services*

**Patricia O'Connell**, Vice President, *Real Estate Development*

**Marion Quaye**, Vice President, *Asset Management*

**Adrienne Walker**, Vice President, *Corporate Planning*





Atlanta Housing Authority

Healthy Mixed-Income Communities; Healthy Self-Sufficient Families

Atlanta Housing Authority

230 John Wesley Dobbs Avenue, NE · Atlanta, GA · 30303 · [www.atlantahousing.org](http://www.atlantahousing.org)

For inquiries, please call (404) 817-4700 or e-mail [corporateplanning@atlantahousing.org](mailto:corporateplanning@atlantahousing.org)





Healthy Mixed-Income Communities; Healthy Self-Sufficient Families

Atlanta Housing Authority  
FY 2011 CATALYST Implementation Plan  
APPENDICES



# FY 2011 CATALYST IMPLEMENTATION PLAN APPENDICES

## Appendix A: MTW Annual Plan Cross-Reference Guide

- \* AHA Legacy Attachment B Requirements
- \* HUD Attachment B Requirements

## Appendix B: FY 2011 MTW Plan Resolutions & Certifications

- \* Resolution to Authorize the Submission of AHA's FY 2011 MTW Annual Implementation Plan
  - a. Exhibit EO-1-A: FY 2011 MTW Annual Implementation Plan PowerPoint
  - b. Secretary's Certificate
  - c. Certification Regarding Substantive Information Reporting Requirements
  - d. Certifications of Compliance with Regulations
- \* Resolution to Amend AHA's Policy Documents and Approve the Rent Impact Analysis
  - a. Exhibit AMPD-1-A: Overview of New Policies
  - b. Exhibit AMPD-1-B: Non-Elderly Income Disabled Disregard Rent Impact Analysis
  - c. Secretary's Certificate

## Appendix C: Additional Certifications

- \* Disclosure of Lobbying Activities
- \* Certification for a Drug-Free Workplace

## Appendix D: AHA Sponsored Mixed-Income Communities

## Appendix E: HUD Project Numbers for AHA-Owned Residential Properties and Sponsored Communities

## Appendix F: Candidate Communities or Properties for Demolition, Disposition, Innovative Subsidy Strategies, Rent Restructuring and/or Other Repositioning Activities

## Appendix G: Candidate Communities for Permanent Percentage-Based, Elderly, Disabled, or Non-Elderly Disabled Designation

## Appendix H: Management Information for Owned / Managed Units and Assisted Units at AHA-Sponsored Mixed-Income Communities

## Appendix I: Management Information for Leased Housing

- \* Units Under Lease / Target Lease-Up Rate
- \* Calculation of Budget Utilization Rate benchmark
- \* Plans Regarding Ensuring Rent Reasonableness, Expanding Housing Opportunities, and Deconcentration of Low Income Families
- \* Inspections

## Appendix J: Housing Opportunities Data

## Appendix K: FY 2010 Budget

## Appendix L: Capital Planning

## Appendix M: Previous Year's Expenditures by Line Item

## Appendix N: Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments

## Appendix O: Statement of Policies Governing the Housing Choice Voucher-Based

## Appendix P: Public Review and Plan Changes

## Appendix Q: Submissions Required for Receipt of Funds

## Appendix R: Revised Capital Fund Annual Statements Part I & II

# APPENDIX A

## Appendix A: AHA Legacy Attachment B Requirements

ANNUAL PLAN REQUIREMENT	LOCATION
<b>I. HOUSEHOLDS SERVED</b>	
A. Number and characteristics of households served at beginning of period, by: <ul style="list-style-type: none"> <li>- unit size</li> <li>- family type (family vs. elderly or disabled)</li> <li>- income group (&lt;30: 30-50; 50-80;&gt;80)</li> <li>- housing type (LRPH; leased, other)</li> <li>- race &amp; ethnicity</li> </ul>	Replace with the Boston Reports.
B. Identify number and characteristics of households on waiting lists (all housing types). Discuss waiting list issues and proposed actions	(same as above)
C. Number projected to be served at end of period	(same as above)
D. Narrative discussion/explanation of change	(same as above)
<b>II. OCCUPANCY POLICIES</b>	
A. Statement of policies governing eligibility, selection, admissions, assignment, and occupancy of families, including the admissions policy under section 16(a)(3)(B) for deconcentration of lower-income families	<p><b>Appendices N:</b> Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments</p> <p><b>Appendix O:</b> Statement of Policies Governing the Housing Choice Tenant-Based Program</p>
B. Statement of Rent Policy	(same as above)
<b>III. CHANGES IN THE HOUSING STOCK</b>	
A. Number of units in inventory at beginning of period by program (LRPH, leased, other)	<p>Eliminate.</p> <p>Public Housing Inventory is reported to HUD through the PIC system. We are submitting Housing Choice unit leasing information through the quarterly 52681-B Housing Choice financials submissions.</p>
▪ Projected number at end of period by program	(same as above)

## Appendix A: AHA Legacy Attachment B Requirements

ANNUAL PLAN REQUIREMENT	LOCATION
<b>IV. SOURCES AND AMOUNTS OF FUNDING</b>	
A. Identify/discuss all sources and amounts of funding included in Consolidated budget statement	<b>Appendix K:</b> FY 2010 Budget
B. Identify/discuss sources, amounts, and planned uses of special purpose funds outside the consolidated budget (e.g., DEP)	(same as above)
C. Consolidated Budget Statement	(same as above)
<b>V. USES OF FUNDS</b>	
A. Previous year expenditures by line item	<b>Appendix M:</b> Previous Year's Expenditures by Line Item
B. Planned expenditures by line item	<b>Appendix K:</b> FY 2010 Budget
C. Description of proposed activities/investments by line item/explanation of change from previously approved plan	(same as above)
D. Reserve balance at beginning of year. Discuss adequacy of reserves.	(same as above)
<b>VI. CAPITAL PLANNING</b>	
A. Describe major capital needs and projects, estimated costs, and proposed timetables	<b>Appendix L:</b> Capital Planning
B. Identify planned expenditures	(same as above)
C. Demolition and Disposition Requests, if planned	<b>Appendices F:</b> Candidate Communities or Properties for Demolition, Disposition, Innovative Subsidy Strategies, Rent Restructuring and/or Other Repositioning Activities  <b>Asset Management Priority</b> of Plan
D. Homeownership activities, if any	<b>Revitalization Program Priority</b> of Plan

## MTW ANNUAL PLAN REPORTING REQUIREMENTS

ANNUAL PLAN REQUIREMENT	LOCATION
<b>VII. MANAGEMENT INFORMATION FOR OWNED/MANAGED UNITS</b>	
<b>A. VACANCY (OCCUPANCY) RATES</b>	
1. Occupancy rates by property beginning of period	<b>Appendix H:</b> Management Information of Owned / Managed Units and Assisted Units at AHA Sponsored Mixed-Income Communities
2. Narrative: issues and proposed action	(same as above)
3. Target rates by property at end of period	(same as above)
<b>B. RENT COLLECTIONS</b>	
1. Rents uncollected (%) beginning of period	(same as above)
2. Narrative: issues and proposed actions	(same as above)
3. Target % at end of period	(same as above)
<b>C. WORK ORDERS</b>	
1. Response rates beginning of period <ul style="list-style-type: none"> <li>% emergency within 24 hrs</li> <li>% regular within 30 days</li> </ul>	(same as above)
<b>C. WORK ORDERS - CONTINUED</b>	
2. Narrative: issues and proposed actions	(same as above)
3. Target rates at end of period	(same as above)
<b>D. INSPECTIONS</b>	
1. Description of inspection strategy	(same as above)
<b>D. INSPECTIONS - CONTINUED</b>	
2. Planned inspections (% this FY)	(same as above)

## Appendix A: AHA Legacy Attachment B Requirements

ANNUAL PLAN REQUIREMENT	LOCATION
<b>E. SECURITY</b>	
1. Narrative: security issues and proposed actions	(same as above)
<b>VIII. MANAGEMENT INFORMATION FOR LEASED HOUSING</b>	
<b>A. LEASING INFORMATION</b>	
1. Units under lease (%) beginning of period	Eliminate.  We are submitting Housing Choice unit leasing information through the quarterly 52681-B Housing Choice financials submissions.
2. Target lease up rate at end of period	(same as above)
3. Plans regarding: <ul style="list-style-type: none"> <li>Ensuring rent reasonableness</li> <li>Expanding housing opportunities</li> <li>Deconcentration of low-income families</li> </ul>	<b>Appendix I:</b> Management Information for Leased Housing  <b>Asset Management, Revitalization Program, Re-Engineering Housing Choice Program, and Project Based Rental Assistance as a Development Tool Priorities</b> in the Plan.
4. Issues and proposed actions	<b>Appendix I:</b> Management Information for Leased Housing
<b>B. INSPECTION STRATEGY</b>	
1. Description of inspection strategy, including: <ul style="list-style-type: none"> <li>a) Planned inspections completed (% this FY) by category: <ul style="list-style-type: none"> <li>Annual HQS Inspections</li> <li>Pre-contract HQS Inspections</li> <li>HQS Quality Control Inspections</li> </ul> </li> <li>b) HQS Enforcement</li> </ul>	<b>Appendix H:</b> Management Information of Owned / Managed Units and Assisted Units at AHA Sponsored Mixed-Income Communities  <b>Appendix I:</b> Management Information for Leased Housing

## MTW ANNUAL PLAN REPORTING REQUIREMENTS

ANNUAL PLAN REQUIREMENT	LOCATION
<b>IX. RESIDENT PROGRAMS</b>	
1. Description of activities	<b>Human Development Priority</b> of Plan
2. Issues and proposed actions	(same as above)
<b>X. OTHER INFORMATION AS REQUIRED BY HUD</b>	
A. Board Resolution Adopting Plan Certifying that Public Hearing Requirements were met	<b>Appendix B:</b> FY 2011 MTW Plan Resolution & Certifications
B. Required Certifications and other submissions from which the Agency is not exempted by the MTW Agreement	<b>Appendix B:</b> FY 2011 MTW Plan Resolution & Certifications  <b>Appendix C:</b> Additional Certifications
▪ Submissions required for the receipt of funds	<b>Appendix Q:</b> Submissions Required for the Receipt of Funds



**Form 50900: Elements for the Annual MTW Plan and Annual MTW Report**

**Attachment B**

**to  
AMENDED AND RESTATED MOVING TO WORK AGREEMENT  
BETWEEN  
U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT  
AND  
AGENCY**

The information on this form is being collected so the Department is able to respond to Congressional and other inquiries regarding outcome measures obtained and promising practices learned throughout the Moving to Work (MTW) demonstration. The information reported through this form is not confidential. Respondents will report outcome information to accurately evaluate the effects of MTW policy changes on residents, the Agency's operations and the local community. The estimated burden per year per Agency is 81 hours. Responses to the collection of information are required to obtain a benefit or to retain a benefit. The Agency may not conduct or sponsor, and are not required to respond to, a collection of information unless that collection displays a valid OMB control number. All MTW Agencies will provide the following required elements in their Annual MTW Plans and Reports, consistent with the requirements of Section VII of the standard Amended and Restated Agreement, and will follow the following order and format.

<u><b>Annual MTW Plan</b></u>	<u><b>Location</b></u>
<b>I. Introduction</b>	
A. Table of Contents, which includes all the required elements of the Annual MTW Plan; and	<ul style="list-style-type: none"> <li>■ Annual Plan Table of Contents</li> <li>■ Annual Plan Appendices Table of Contents</li> </ul>

## Appendix A: HUD Attachment B Requirements

OMB Control Number: 2577-0216

Expiration Date: 08/31/2011

<u>Annual MTW Plan</u>	<u>Location</u>
<p>B. Overview of the Agency's MTW goals and objectives for the year, including new and ongoing MTW activities. An MTW activity is defined as any activity the Agency is engaging in that requires MTW flexibility to waive statutory or regulatory requirements.</p>	<p>Overview of AHA's Business Plan priorities included in the <i>Executive Summary</i></p> <p><i>Seven Priorities</i>: 1. Revitalization Program; 2. Project Based Rental Assistance as a Development Tool; 3. Re-engineering the Housing Choice Voucher Program; 4. Asset Management; 5. Human Development; 6. Improving the Quality of Life of AHA-Owned Residential Properties; and 7. Business Transformation. Also includes MTW-Enabled Policies, MTW Benchmarking Study, and American Recovery &amp; Reinvestment Act (ARRA) Funds.</p>
<b>II. General Housing Authority Operating Information</b>	
<b>A. Housing Stock Information:</b>	
<p>Number of public housing units at the beginning of the year;</p>	<p><b>Annual Plan Appendices:</b>  <i>Appendix J: Housing Opportunities Data:</i>  see "Public Housing Assisted (PHA) Units – Projected at start of FY 2011"</p>
<p>General description of any planned significant capital expenditures by development (&gt;30% of the Agency's total budgeted capital expenditures for the fiscal year);</p>	<p><b>Deferring to AHA's Legacy Attachment B (Section VI - Capital Planning)</b></p>
<p>Description of any new public housing units to be added during the year by development (specifying bedroom size, type, accessible features, if applicable);</p>	<p><b>Annual Plan Appendices:</b>  <i>Appendix J: Housing Opportunities Data</i>  see "New Public Housing Units to be Added During FY 2011"</p>

## Appendix A: HUD Attachment B Requirements

OMB Control Number: 2577-0216

Expiration Date: 08/31/2011

<u>Annual MTW Plan</u>	<u>Location</u>
<b>II. General Housing Authority Operating Information</b>	
<b>A. Housing Stock Information:</b> <i>continued</i>	
Number of public housing units to be removed from the inventory during the year by development specifying the justification for the removal;	<b>Annual Plan Appendices:</b> <i>Appendix J: Housing Opportunities Data</i> see "Public Housing Assisted (PHA) Units to be Removed from Inventory by Development – Projected for FY 2011"
Number of MTW Housing Choice Vouchers (HCV) units authorized;	<b>Annual Plan Appendices:</b> <i>Appendix K: FY 2010 Budget</i> see AHA's Annual Budget narrative
Number of non-MTW HCV units authorized; and	<b>Annual Plan Appendices:</b> <i>Appendix K: FY 2010 Budget</i> see AHA's Annual Budget narrative (e.g. special purpose vouchers)
Number of HCV units to be project-based during the Plan year, including description of each separate project.	<b>Annual Plan Appendices:</b> <i>Appendix J: Housing Opportunities Data</i> see "Existing Project-Based Rental Assistance (PBRA) Communities - FY 2011" and "Project-Based Rental Assistance (PBRA) Communities - Under Construction FY 2011"
<b>B. Leasing information, Planned – this information is estimated and may be subject to change during the Plan year.</b>	
Anticipated total number of MTW PH units leased in the Plan year;	<b>Annual Plan Appendices:</b> <i>Appendix J: Housing Opportunities Data</i> see "Anticipated Total Number of MTW PH Units Leased in FY 2011"
Anticipated total number of non-MTW PH units leased in the Plan year;	<b>N / A: AHA does not have any non-MTW units in its inventory to be leased.</b>
Anticipated total number of MTW HCV units leased in the Plan year;	<b>Annual Plan Appendices:</b> <i>Appendix J: Housing Opportunities Data</i> see "Anticipated Total Number of MTW HCV Units Leased in FY 2011"

## Appendix A: HUD Attachment B Requirements

OMB Control Number: 2577-0216

Expiration Date: 08/31/2011

<u>Annual MTW Plan</u>	<u>Location</u>
<b>II. General Housing Authority Operating Information</b>	
<b>B. Leasing information, Planned – this information is estimated and may be subject to change during the Plan year - <i>continued</i></b>	
Anticipated total number of non-MTW HCV units leased in the Plan year; and	<b>Annual Plan Appendices:</b> <i>Appendix J: Housing Opportunities Data</i> see “Anticipated Total Number of Non-MTW HCV Units Leased in FY 2011”
Description of anticipated issues relating to any potential difficulties in leasing units (HCV or PH).	<b>Annual Plan Appendices:</b> <i>Appendix J: Housing Opportunities Data</i> see “Potential Issues Leasing Units”
Optional in Plan: Number of project-based vouchers in-use at the start of the Plan year.	<b><i>N / A: this is optional</i></b>
<b>C. Waiting List Information</b>	
Description of anticipated changes in waiting lists (site-based, community-wide, HCV, merged); and	<b>Annual Plan Appendices:</b> <i>Appendix J: Housing Opportunities Data</i> see “Potential Changes in Waiting Lists”
Description of anticipated changes in the number of families on the waiting list(s) and/or opening and closing of the waiting list(s).	<b>Annual Plan Appendices:</b> <i>Appendix J: Housing Opportunities Data</i> see “Potential Changes in the Number of Families on the Waiting Lists”
<b>III. Non-MTW Related Housing Authority Information (Optional)</b>	
A. List planned sources and uses of other HUD or other Federal Funds (excluding HOPE VI); and	<b><i>N / A: this is optional</i></b>
B. Description of non-MTW activities proposed by the Agency.	<b><i>N / A: this is optional</i></b>

## Appendix A: HUD Attachment B Requirements

OMB Control Number: 2577-0216

Expiration Date: 08/31/2011

<u>Annual MTW Plan</u>	<u>Location</u>
<b>IV. Long-term MTW Plan (Optional)</b>	
Describe the Agency's long-term vision for the direction of its MTW program, extending through the duration of the MTW Agreement.	<i><b>N / A: this is optional</b></i>
<b>V. Proposed MTW Activities: HUD approval requested</b>	
(provide the listed items below grouped by each MTW activity)	
A. Describe each proposed MTW activity;	<i><b>N / A</b></i>
B. Describe how each proposed activity relates to at least one of the three statutory objectives;	<i><b>N / A</b></i>
C. Identify and discuss the anticipated impact of each proposed MTW activity on the stated objective;	<i><b>N / A</b></i>
D. Describe baselines, proposed benchmarks, and metrics to assess outcomes, include anticipated schedules;	<i><b>N / A</b></i>
E. Describe the data collection process and the proposed metrics the Agency will use to measure how this activity will achieve one or more of the MTW statutory objectives;	<i><b>N / A</b></i>
F. Cite the authorization(s) detailed in Attachment C or D of this Restated Agreement that give the Agency the flexibility to conduct the activity. Every reasonable effort will be made by the Agency to reference the complete and correct statute or regulation application to a particular initiative; however, failure to cite the correct or entire statute or regulation will not be grounds for disapproval of such initiative in an Annual MTW Plan nor will such failure invalidate the use of the MTW authority necessary to implement and support the initiative; and	<i><b>N / A</b></i>

# Appendix A: HUD Attachment B Requirements

OMB Control Number: 2577-0216

Expiration Date: 08/31/2011

<u>Annual MTW Plan</u>	<u>Location</u>
<b>V. Proposed MTW Activities: HUD approval requested - <i>continued</i></b> (provide the listed items below grouped by each MTW activity)	
G. Provide the following information for any rent reform initiatives:	
<ul style="list-style-type: none"> <li>Agency's Board approval of policy;</li> </ul>	<b>Annual Plan Appendices:</b> <i>Appendix B: FY 2011 MTW Plan Resolution &amp; Certifications</i> <i>Appendix N: Statement of Corporate Policies</i> <i>Appendix O: Statement of Housing Choice Policies</i>
<ul style="list-style-type: none"> <li>Impact Analysis;</li> </ul>	<b>See Rent Impact Analysis for Non-Elderly Income Disregard</b> <b>Annual Plan:</b> <i>MTW-Enabled Policies</i> <b>Annual Plan Appendices:</b> <i>Appendix B: FY 2011 MTW Plan Resolution &amp; Certifications</i>
<ul style="list-style-type: none"> <li>Annual reevaluation of rent reform initiative;</li> </ul>	N / A: Per AHA's Legacy Attachment B Requirements (Section II. - Occupancy Policies/Changes in Rent Policy) this is included in AHA's MTW Annual Report.
<ul style="list-style-type: none"> <li>Hardship case criteria;</li> </ul>	<b>Annual Plan Appendices:</b> <i>Appendix N: Statement of Corporate Policies</i> see Resident Benefits and Opportunities <i>Appendix O: Statement of Housing Choice Policies</i> see Minimum Rent
<ul style="list-style-type: none"> <li>Transition period; and</li> </ul>	<b>Annual Plan Appendices:</b> <i>Appendix N: Statement of Corporate Policies</i> see Resident Benefits and Opportunities <i>Appendix O: Statement of Housing Choice Policies</i> see Minimum Rent
<ul style="list-style-type: none"> <li>Documentation of public hearing (may be same as Annual Plan hearing).</li> </ul>	<b>Annual Plan Appendices:</b> <i>Appendix B: FY2011 MTW Plan Resolution &amp; Certifications:</i> <i>Appendix P: Public Review and Plan Changes</i>

## Appendix A: HUD Attachment B Requirements

OMB Control Number: 2577-0216

Expiration Date: 08/31/2011

<u>Annual MTW Plan</u>	<u>Location</u>
<b>VI. Ongoing MTW Activities: HUD approval previously granted</b>	
(provide the listed items below grouped by each MTW activity)	
A. List activities continued from the prior plan year(s); specify the Plan Year in which the activity was first identified and implemented;	<b>Annual Plan:</b> The FY 2011 Annual Plan is a continuation of activities that have evolved since the development of AHA's FY 2005 Base Business Plan.
B. Provide an update on the status of the activity;	<b>Annual Plan:</b> see Section Narratives of Annual Plan
C. For the Plan year, indicate if the Agency anticipates any changes, modifications, or additions to Attachment C authorizations; and	On November 13, 2008, AHA and HUD executed AHA's Amended and Restated MTW Agreement. On January 16, 2009, AHA and HUD executed a further amendment to the Amended and Restated MTW Agreement (collectively, the "Amended and Restated MTW Agreement"), which clarified and expanded AHA's ability to use MTW Funds outside of Section 9 and Section 8 of the U.S. Housing Act of 1937, as amended ("1937 Act"). The Amended and Restated MTW Agreement reaffirmed, in all material respects, all of the authorizations set forth in Appendix A of the Original MTW Agreement and includes these authorizations in Attachment D. AHA has all of the authorizations needed from HUD under the Amended and Restated MTW Agreement to implement the activities described in AHA's FY 2011 MTW Annual Plan.
D. Describe if the Agency is using outside evaluators.	<b>Annual Plan:</b> <i>see MTW Benchmarking Study</i> section of Plan
<b>VII. Sources and Uses of Funding</b>	
A. List planned sources (Operating, Capital, HCV) and uses of MTW funds;	<b>Annual Plan Appendices:</b> <i>Appendix K: FY 2010 Annual Budget</i>
B. List planned sources and uses of State or local funds;	<b>Annual Plan Appendices:</b> <i>Appendix K: FY 2010 Annual Budget</i>



## Appendix A: HUD Attachment B Requirements

OMB Control Number: 2577-0216

Expiration Date: 08/31/2011

<u>Annual MTW Plan</u>	<u>Location</u>
<b>VII. Sources and Uses of Funding - continued</b>	
C. If applicable, list planned sources and uses of the COCC;	N / A: no planned sources and uses of Central Office Cost Center (COCC); AHA has created implement cost allocation methodology
D. If using a cost allocation or fee-for-service approach that differs from 1937 Act requirements, describe the deviations and the reasons therefore; and	<b>Annual Plan Appendices:</b> <i>Appendix K: FY 2010 Annual Budget</i>
E. List or describe use of single-fund flexibility, if applicable, describe uses across traditional program lines or special circumstances in support of an MTW activity.	<b>Annual Plan Appendices:</b> <i>Appendix K: FY 2010 Annual Budget</i>
F. Optional - List reserve balances at beginning of the Plan year.	<b><i>N / A: this is optional</i></b>
G. Optional - In Plan Appendix, provide planned sources and uses by AMP.	<b><i>N / A: this is optional</i></b>
<b>VIII. Administrative</b>	
The Agency will provide the following:	
A. Resolution signed by the Board of Commissioners, or other authorized PHA official if there is no Board of Commissioners, adopting the Annual MTW Plan Certification of Compliance (provided at the end of this Attachment B); and	<b>Annual Plan Appendices:</b> <i>Appendix B: Board Resolution</i>
B. Description of any planned or ongoing Agency-directed evaluations of the demonstration, if applicable.	<b>Annual Plan:</b> <i>MTW Benchmarking Study Update Section</i>

**Annual Moving to Work Plan**

**U.S. Department of Housing and Urban Development**

**Certifications of Compliance**

**Office of Public and Indian Housing**

**Certifications of Compliance with Regulations:  
Board Resolution to Accompany the Annual Moving to Work Plan**

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of

1. The PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least
2. The Agency took into consideration public and resident comment before approval of the Plan by the Board of Commissioners or Board of Directors in order to
3. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and

4. The PHA will affirmatively further fair housing by examining their programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.

5. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
6. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
7. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.

8. The PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
9. The PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.
10. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.

## Appendix A: HUD Attachment B Requirements

OMB Control Number: 2577-0216

Expiration Date: 08/31/2011

11. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105( a).
12. The PHA will provide HUD or the responsible entity any documentation that the Department needs to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58.
13. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
14. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
15. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
16. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments.).
17. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.
18. All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all

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PHA Name

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PHA Number/HA Code

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. Warning:

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Name of Authorized Official

---

Title

---

Signature

---

Date

# APPENDIX B

**EXECUTIVE SUMMARY TO ITEM NO. EO-1**

This resolution, if approved, would authorize The Housing Authority of the City of Atlanta, Georgia (AHA) to submit its Fiscal Year 2011 Moving to Work Annual Implementation Plan to the United States Department of Housing and Urban Development and to implement the projects, activities, initiatives and any policy changes described therein, and other related matters.

**PREPARED FOR THE REGULAR MEETING  
OF THE BOARD OF COMMISSIONERS TO BE HELD  
WEDNESDAY, APRIL 14, 2010**

**ITEM NO. EO-1:**

To consider and act upon a resolution authorizing The Housing Authority of the City of Atlanta, Georgia (AHA) to submit its Fiscal Year 2011 Moving to Work Annual Implementation Plan to the United States Department of Housing and Urban Development and to implement the projects, activities, initiatives and any policy changes described therein, and other related matters.

**EXPLANATION**

The Housing Authority of the City of Atlanta, Georgia (AHA) executed its Amended and Restated Moving to Work Agreement, effective as of November 13, 2008, as further amended by that certain Second Amendment to the Moving to Work Agreement, effective as of January 16, 2009 (Amended and Restated MTW Agreement) with the United States Department of Housing and Urban Development (HUD). The Amended and Restated MTW Agreement is effective through June 30, 2018, unless further extended. The Amended and Restated MTW Agreement requires AHA to submit an MTW annual plan to HUD in lieu of the Five-Year Plan and Annual Plan traditionally required by Section 5A of the United States Housing Act of 1937, as amended. Each year during the MTW demonstration period, an MTW annual implementation plan must be submitted to HUD with an AHA Board of Commissioners resolution approving the plan and certifying that a public hearing has been held regarding the plan.

AHA has prepared its Fiscal Year (FY) 2011 MTW Annual Implementation Plan (also referred to herein as the FY 2011 CATALYST Implementation Plan). The FY 2011 CATALYST Implementation Plan identifies AHA's priorities, projects, activities, and initiatives for FY 2011, and any policy changes to the Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments and the Statement of Policies Governing the Housing Choice Tenant-Based Program to be implemented during FY 2011. During FY 2011, AHA will also continue to improve and strengthen its corporate infrastructure, financial and reporting systems, information technology environment, and human development services. At a briefing held on February 24, 2010, AHA's Board of Commissioners were advised of the projects, activities, initiatives and policy changes that will be implemented during FY 2011, as set forth in the presentation attached as Exhibit EO-1-A.

AHA's FY 2011 CATALYST Implementation Plan is the product of an inclusive and comprehensive planning process involving numerous hours of planning and consultation with AHA's Board of Commissioners, AHA's Senior Management, Resident Association presidents, AHA Advisory Board groups, Public Housing Assisted residents, Housing Choice participants, AHA employees, the Georgia Law Center for the Homeless, Atlanta Legal Aid, local political and government officials and other stakeholders and members of the public. Comments and suggestions were made at those various meetings, all of which were considered by Senior Management of AHA. The consultation process included a properly advertised and noticed public hearing conducted by

Commissioner James Brown, on behalf of AHA's Board of Commissioners, on February 25, 2010.

Senior Management of AHA is now requesting the Board of Commissioners to: (i) approve AHA's FY 2011 CATALYST Implementation Plan; (ii) authorize the submission of AHA's FY 2011 CATALYST Implementation Plan to HUD; (iii) authorize the Chairman or the Vice Chairman of the Board of Commissioners to execute the HUD Certifications of Compliance, attached as Exhibit EO-1-B; and (iv) approve the implementation of the projects, activities, initiatives and any policy changes set forth in the FY 2011 CATALYST Implementation Plan.

## **RESOLUTION**

**WHEREAS**, The Housing Authority of the City of Atlanta, Georgia (AHA) executed its Amended and Restated Moving to Work Agreement, effective as of November 13, 2008, as further amended by that certain Second Amendment to the Moving to Work Agreement, effective as of January 16, 2009 (Amended and Restated MTW Agreement) with the United States Department of Housing and Urban Development (HUD);

**WHEREAS**, the Amended and Restated MTW Agreement is effective through June 30, 2018, unless further extended;

**WHEREAS**, the Amended and Restated MTW Agreement requires AHA to submit an MTW annual plan to HUD in lieu of the Five-Year Plan and Annual Plan traditionally required by Section 5A of the United States Housing Act of 1937, as amended;

**WHEREAS**, each year during the MTW demonstration period, an MTW annual implementation plan must be submitted to HUD with an AHA Board of Commissioners resolution approving the plan and certifying that a public hearing has been held regarding the plan;

**WHEREAS**, AHA has prepared its Fiscal Year (FY) 2011 MTW Annual Implementation Plan (also referred to herein as the FY 2011 CATALYST Implementation Plan);

**WHEREAS**, the FY 2011 CATALYST Implementation Plan identifies AHA's priorities, projects, activities, and initiatives for FY 2011, and any policy changes to the Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments and the Statement of Policies Governing the Housing Choice Tenant-Based Program to be implemented during FY 2011;

**WHEREAS**, during FY 2011, AHA will also continue to improve and strengthen its corporate infrastructure, financial and reporting systems, information technology environment, and human development services;

**WHEREAS**, at a briefing held on February 24, 2010, AHA's Board of Commissioners were advised of the projects, activities, initiatives and policy changes that will be implemented during FY 2011, as



set forth in the presentation attached as Exhibit EO-1-A;

**WHEREAS**, AHA's FY 2011 CATALYST Implementation Plan is the product of an inclusive and comprehensive planning process involving numerous hours of planning and consultation with AHA's Board of Commissioners, AHA's Senior Management, Resident Association presidents, AHA Advisory Board groups, Public Housing Assisted residents, Housing Choice participants, AHA employees, the Georgia Law Center for the Homeless, Atlanta Legal Aid, local political and government officials and other stakeholders and members of the public;

**WHEREAS**, comments and suggestions were made at those various meetings, all of which were considered by Senior Management of AHA;

**WHEREAS**, the consultation process included a properly advertised and noticed public hearing conducted by Commissioner James Brown, on behalf of AHA's Board of Commissioners, on February 25, 2010; and

**WHEREAS**, Senior Management of AHA is now requesting the Board of Commissioners to: (i) approve AHA's FY 2011 CATALYST Implementation Plan; (ii) authorize the submission of AHA's FY 2011 CATALYST Implementation Plan to HUD; (iii) authorize the Chairman or the Vice Chairman of the Board of Commissioners to execute the HUD Certifications of Compliance, attached as Exhibit EO-1-B; and (iv) approve the implementation of the projects, activities, initiatives and any policy changes set forth in the FY 2011 CATALYST Implementation Plan.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA, THAT:**

1. AHA's FY 2011 CATALYST Implementation Plan, including the projects, activities, initiatives and any policy changes that will be implemented during FY 2011 as described in Exhibit EO-1-A is hereby approved.
2. Each of the Chairman or the Vice Chairman of the Board of Commissioners, when required, and the President and Chief Executive Officer are hereby authorized to execute Exhibit EO-1-B and any other required documents, certifications or United States Department of Housing and Urban Development (HUD) forms related to the approval and filing of AHA's FY 2011 CATALYST Implementation Plan without further vote or approval of this Board.
3. The President and Chief Executive Officer is authorized to submit AHA's FY 2011 CATALYST Implementation Plan and such other required documents, certifications or forms to HUD with such changes, additions, corrections or amendments as she shall deem necessary or appropriate or as may be required by HUD without further vote or approval of this Board.
4. The President and Chief Executive Officer and any person or persons designated and authorized to so act by the President and Chief Executive Officer are hereby authorized to implement the projects, activities, initiatives and any policy changes set forth in the FY 2011 CATALYST

Implementation Plan.



Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

**Fiscal Year 2011  
CATALYST Implementation  
Plan**

Wednesday, February 24, 2010

Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## OPENING REMARKS

Renée Lewis Glover  
President & Chief Executive Officer

Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## REVITALIZATION PROGRAM

Joy Fitzgerald  
Chief Operating Officer  
Real Estate Operations

Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## REVITALIZATION PROGRAM

- AHA will continue to focus on repositioning its conventional public housing developments into market-rate, mixed-use, mixed-income communities with a seamless affordable component
- AHA's strategic Revitalization Program incorporates a vision for:
  - (1) communities re-integrated with surrounding neighborhoods
  - (2) Great recreational facilities and green space
  - (3) Connectivity to local retail and commercial activities
  - (4) High performing neighborhood schools

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## REVITALIZATION PROGRAM

Six major revitalization projects underway:

<b>CAPITOL HOMES</b> (Capitol Gateway)	<b>CARVER HOMES</b> (The Villages at Carver)	<b>GRADY HOMES</b> (Auburn Pointe) Includes revitalization of <ul style="list-style-type: none"> <li>Antoine Graves highrise</li> <li>Graves Annex</li> <li>University Homes</li> </ul>
<b>HARRIS HOMES</b> (Collegetown at West End) Includes revitalization of <ul style="list-style-type: none"> <li>John O. Chiles highrise</li> <li>John O. Chiles Annex</li> </ul>	<b>MCDANIEL GLENN</b> (Mechanicsville) Includes revitalization of <ul style="list-style-type: none"> <li>McDaniel Glenn Annexes</li> <li>Martin Luther King Jr. highrise</li> </ul>	<b>PERRY HOMES</b> (West Highlands at Heman E. Perry Boulevard)

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## REVITALIZATION PROGRAM

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- **Four Repositioning Models:**
  1. Major revitalization
  2. Sale (to include land swaps)
  3. Land banking
  4. Acquisitions

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## REVITALIZATION PROGRAM

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### Revitalization Activities:

- **Capitol Revitalization**
  - Continue with off-site homeownership through Builders Agreements initiative, providing down payment assistance to qualified buyers
  - HOPE VI Grant close-out is scheduled for December 2010
- **Carver Revitalization**
  - Advance Pryor Road corridor retail development
  - Homeownership development on hold until market conditions improve
- **Grady Revitalization**
  - Construction underway at Ashley I, Veranda II. Auburn Pointe Veranda III will close in March 2010 with construction commencing in FY 2011
  - Continue with off-site homeownership through Builders Agreements initiative; on-site homeownership on hold until market conditions improve
- **University Revitalization**
  - Complete master plan for University Revitalization
  - Begin pre-development work on Phase I

8

Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## REVITALIZATION PROGRAM

### Revitalization Activities - continued:

**Harris Revitalization**

- Construction underway at Ashley II at CollegeTown. HOPE VI Grant close-out is scheduled for December 2010
- Initiate off-site homeownership, utilizing Builders Agreements and providing down payment assistance to qualified buyers
- On-site homeownership development on hold until market conditions improve

**McDaniel Glenn Revitalization**

- Disposition and sale of McDaniel Street Warehouse
- Ongoing acquisitions
- Development of Phase VI multifamily rental
- Focus will be on homeownership development as market conditions warrant

**Perry Homes Revitalization**

- Begin public improvements for Phase II with corresponding single family home development
- HOPE VI grant close-out is scheduled for December 2010

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## REVITALIZATION PROGRAM

### Land Swaps

**Capitol Homes Land Swap**

- AHA and the State of Georgia are in negotiations to swap State-owned land to the west of Capitol Gateway for AHA-owned land to the north of the site. The land swap will provide AHA with a contiguous parcel to support the ongoing Capitol Homes revitalization

**University Homes Redevelopment Land Swap**

- As AHA and its private sector development partner move forward with the development of revitalization plans for the former University Homes community, AHA and Clark/Atlanta University, are in negotiations regarding a land swap

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## REVITALIZATION PROGRAM

### Land Swaps – continued

#### Perry Homes Park Land Swap

- AHA and the City of Atlanta are in negotiations related to land swaps to facilitate the development of the West Side Park and a portion of homeownership for West Highlands

#### Harris Homes Land Swap

- AHA and the Boys and Girls Club of Metro Atlanta are in negotiations for a land swap to facilitate the future development of single family homes and the relocation of the John H. Harland Boys and Girls Club

#### Roosevelt House/Palmer House Highrise Land Swap

- The redevelopment of Palmer and/or Roosevelt highrises may include land swaps to facilitate the development of Senior housing in that corridor

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## REVITALIZATION PROGRAM

### Alternate and Supportive Housing Resources

#### Affordable Assisted Living

- Develop a demonstration for affordable assisted living
- Plan to present proposal to Department of Human Services Commission for pilot program to earmark 126 Medicaid Waivers at an enhanced rate

#### Designated Housing

##### Elderly Designated Housing

- AHA, in partnership with private sector developers will continue planning and possibly implementing alternative service-enriched housing opportunities for seniors

##### Special Needs Designated Housing for Persons with Disabilities

- AHA, in partnership with private sector developers will continue to develop alternative service-enriched housing opportunities for persons with a variety of special needs so that these persons can continue living independently

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## REVITALIZATION PROGRAM

### Quality of Life Initiative (QLI) Redevelopment

- Under QLI, approximately 3,000 families were successfully relocated from 12 obsolete, distressed communities
- AHA has completed demolition of Phase I properties: Englewood Manor, Jonesboro North, Jonesboro South, Leila Valley and U-Rescue Villa
- Demolition of Phase II properties are underway: Bowen, Bankhead, Thomasville Heights, Herndon, Hollywood Courts, Roosevelt House and Palmer House
- Subject to conditions in the financial and real estate markets and other real estate and business activity in the surrounding neighborhoods, AHA will identify which of the 12 QLI properties are ready for revitalization and will take the necessary and supporting steps to advance the process, including, but not limited to, issuing Request for Proposals to the private sector developer and investment communities, submitting disposition applications to HUD, and applying for HOPE VI or Choice Neighborhoods grants as appropriate.

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## REVITALIZATION PROGRAM

### Funding in Support of New Initiatives

- AHA will seek various sources of funding in support of its revitalization activities which may include, but is not limited to, HOPE VI, Choice Neighborhoods or Promise Neighborhoods grants
- AHA intends to submit a HOPE VI grant application for the redevelopment of Englewood Manor. This 21.9 acre site is located just south of Grant Park/Atlanta Zoo and was demolished as part of AHA's Quality of Life Initiative
- Englewood Manor is part of the City of Atlanta's Beltline planning area and Tax Allocation District and was included in one of the five study areas for LifeLong Communities, a study sponsored by the Atlanta Regional Commission

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Healthy Mixed-Income Communities: Healthy Self-Sufficient Families	List of Candidate Communities for Demolition, Disposition, Innovative Subsidy Strategies, Rent Restructuring, or Other Repositioning Activities			
	QLI Impacted Communities		AHA - Owned Communities	
	Type of Community	Community Name	Type of Community	Community Name
	Highrise	Palmer House	Highrise	Barge Road Highrise
	Highrise	Roosevelt House	Highrise	Cheshire Bridge Road Highrise
	Family	Bankhead Courts	Highrise	Cosby Spear Highrise
	Family	Bowen Homes	Highrise	East Lake Highrise
	Family	Englewood Manor	Highrise	Georgia Avenue Highrise
	Family	Herndon Homes	Highrise	Hightower Manor Highrise
	Family	Hollywood Courts	Highrise	Juniper & Tenth Highrise
	Family	Jonesboro North	Highrise	Marian Road Highrise
	Family	Jonesboro South	Highrise	Marietta Road Highrise
	Family	Leila Valley	Highrise	Peachtree Road Highrise
	Family	Thomasville Heights	Highrise	Piedmont Road Highrise
	Family	U-Rescue Villa	Family	Martin Street Plaza
			Family	Westminster

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Healthy Mixed-Income Communities: Healthy Self-Sufficient Families	List of Candidate Communities for Demolition, Disposition, Innovative Subsidy Strategies, Rent Restructuring, or Other Repositioning Activities	
	AHA Sponsored Mixed-Income Communities	
	Ashley Auburn Pointe I	Columbia Mechanicsville Crossing
	Ashley CollegeTown I	Columbia Mechanicsville Station
	Ashley CollegeTown II	Columbia Park Citi
	Ashley Courts I	Columbia Senior Residences at Mechanicsville
	Ashley Courts II	Columbia Village
	Ashley Courts III	The Gardens at CollegeTown
	Ashley Terrace West End	Magnolia Park I
	Atrium at CollegeTown	Magnolia Park II
	Capitol Gateway I	Summerdale I
	Capital Gateway II	Summerdale II
	Centennial Place I	Veranda at Auburn Pointe
	Centennial Place II	The Village at Castleberry Hill I
	Centennial Place III	The Village at Castleberry Hill II
	Centennial Place IV	The Villages at Carver I
	Columbia Commons	The Villages at Carver II
	Columbia Creste	The Villages at Carver III
	Columbia Estates	The Villages at Carver V
	Columbia Grove	Villages East Lake I
	Columbia Mechanicsville Apartments	Villages East Lake II

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Revitalization Impacted Communities	
Type of Community*	Community Name
Highrise	Antoine Graves Highrise
Highrise	Antoine Graves Annex
Highrise	M.L. King Tower
Family	Capitol Homes
Family	Carver Homes
Family	Grady Homes
Family	Harris Homes
Highrise	John O. Chiles Highrise
Mid-rise	John O. Chiles Annex
Family	McDaniel Glenn
Family	Perry Homes
Family	University Homes

Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

# COMPREHENSIVE HOMEOWNERSHIP PROGRAM

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## REVITALIZATION PROGRAM

### Comprehensive Homeownership Program (CHP)

- AHA will continue this program which facilitates low- to moderate-income persons in becoming successful homeowners and develops affordable homeownership opportunities in healthy, mixed-income communities

#### HOPE VI Revitalization Homeownership Program

- Due to market conditions, single family home development in the various Master Plans is on hold, except for the Perry Revitalization
- AHA is advancing its goal to support homeownership through Builders/Owners Agreements which aids in the absorption of “excess” single family home inventory in the City of Atlanta by providing low- to moderate-income persons downpayment assistance

#### The Housing Choice Voucher Homeownership Program

- AHA will continue with its Housing Choice Voucher Homeownership Program which provides mortgage payment assistance to eligible Housing Choice participants
- AHA is restructuring its policies and procedures for the program to include new eligibility criteria for participants, new underwriting criteria and the inclusion of pre- and post-purchase homeownership and foreclosure prevention counseling

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## PROJECT-BASED RENTAL ASSISTANCE AS A DEVELOPMENT TOOL

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Healthy Mixed-Income Communities: Healthy Self-Sufficient Families	<h2>PROJECT-BASED RENTAL ASSISTANCE AS A DEVELOPMENT TOOL</h2>
	<p>During FY 2011, AHA will continue its Project Based Rental Assistance (PBRA) priority initiative to expand the availability of quality, affordable housing in healthy mixed-income communities in metro Atlanta</p> <h3>PBRA in Mixed-Income Communities</h3> <ul style="list-style-type: none"> <li>▪ Solicits private developers and owners through a competitive process to reserve a percentage of their multi-family units as affordable for up to 10 years and may also use a non-competitive process when AHA is in the ownership entity</li> <li>▪ Provides housing for families, seniors and persons with special needs</li> <li>▪ Commitments may be extended after the 10-year term after meeting agreed upon conditions</li> </ul> <p>21</p>

Healthy Mixed-Income Communities: Healthy Self-Sufficient Families	<h2>PROJECT-BASED RENTAL ASSISTANCE AS A DEVELOPMENT TOOL</h2>
	<h3>PBRA Homeless, Mental Health and Special Needs Demonstration</h3> <ul style="list-style-type: none"> <li>▪ In support of the Regional Commission on Homelessness, AHA may solicit proposals from owners/developers who can provide housing <u>and</u> deliver supportive services to homeless persons, persons with mental health disabilities or persons with special needs</li> <li>▪ Commitments are made for a term consistent with the period that funding for supportive services are in place</li> </ul> <h3>Regional Project Based Rental Assistance</h3> <ul style="list-style-type: none"> <li>▪ When proposals are submitted to AHA for PBRA in other jurisdictions, AHA will continue to negotiate Intergovernmental Agreements with various PHAs or local governments in the Atlanta metro area, subject to provisions of State law, to permit site-based administration of AHA's PBRA program in those jurisdictions</li> <li>▪ The Regional PBRA allows AHA to receive and approve proposals from developers for properties outside of AHA's jurisdiction</li> </ul> <p>22</p>

Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## RE-ENGINEERING THE HOUSING CHOICE VOUCHER PROGRAM

Reneé Bentley  
Vice President, Housing Choice Operations

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## RE-ENGINEERING THE HOUSING CHOICE VOUCHER PROGRAM

**AHA continues to refine and improve its Housing Choice Voucher Program (HCVP) with a focus on:**

- Identifying quality affordable housing opportunities in healthy neighborhoods
- Using its MTW flexibility to streamline its internal business processes, systems, operations and service delivery practices
- Creating incentives for families to achieve and maintain economic independence
- Developing greater acceptance of the program in Atlanta communities and neighborhoods

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## RE-ENGINEERING THE HOUSING CHOICE VOUCHER PROGRAM

**AHA will continue implementing the following policy/initiatives that support the re-engineering of the HCVP:**

- Preserving Affordability – 30% of Adjusted Income Policy
- AHA Submarket Payment Standards
- Rent Reasonableness
- Leasing Incentive Fee
- Rent Simplification/AHA Standard Deductions
- Enhanced Inspection Standards

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## RE-ENGINEERING THE HOUSING CHOICE VOUCHER PROGRAM

**Program Re-design**

**AHA will engage in a comprehensive process to re-design the HCVP which will include re-thinking the following key program elements:**

- Further enhancement of eligibility, admissions and ongoing participation requirements for families
- Further refinements to AHA's rent reasonableness system
- Alignment and integration of annual participant recertification, annual landlord recertification, annual inspection and annual contract rent review
- Further development of a seamless connection of families with human services

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## RE-ENGINEERING THE HOUSING CHOICE VOUCHER PROGRAM

### Portability Re-engineering

**AHA will continue to build its collaborative relationship with metro Atlanta public housing authorities by:**

- Creating seamless mobility administration arrangements through Intergovernmental Agreements
- Exploring strategies for passing on AHA's MTW flexibility through these Intergovernmental Agreements

**Also, AHA made a business decision to discontinue absorbing portable families and begin administering portable vouchers. This change will allow AHA to:**

- Manage limited funding resources strained by absorbing incoming ports
- Address the needs of eligible low-income families on AHA's HCVP waiting list

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## RE-ENGINEERING THE HOUSING CHOICE VOUCHER PROGRAM

### Real Estate Centric Business Approach

- The HCVP will align with private sector business best practices and successful approaches in how AHA manages its business relationships and transactions
- This includes developing and maintaining property assessments on multifamily properties to include information on ownership, financial, physical and neighborhood conditions and property ratings

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## RE-ENGINEERING THE HOUSING CHOICE VOUCHER PROGRAM

### Proposed Policy Changes

AHA will continue to explore and set new policy standards and incentives to promote family success and self-sufficiency and to reduce or eliminate administrative burdens in implementing the Housing Choice Program

- Administration of HCVP Waiting List
- Income disregard for persons with disabilities on fixed income
- AHA Abatement Policy
- More information on this covered under Proposed Policy Changes section

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## HUMAN DEVELOPMENT

Barney Simms  
Chief External Affairs Officer

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## HUMAN DEVELOPMENT

AHA will continue to provide linkages for AHA-assisted households to human services with the goals of achieving:

- Economically independent families
- Educated children
- Enhanced opportunities to “age well” resulting in independent and self-sufficient elderly and persons with disabilities

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## HUMAN DEVELOPMENT

Human Development & Support Services will be strategic in its approach to achieve success for families

- Provide intensive coaching and counseling services through contract service providers to households impacted by revitalization and QLI activities
- Utilize on-staff Client Services Counselors to assist non-impacted households
- Utilize Aging Well Resources Program Manager to work with property management in AHA highrises to assist frail, elderly and persons with disabilities

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## HUMAN DEVELOPMENT

### Work/Program Participation Requirement

- AHA and its private sector partners will continue implementing the work/program participation requirement
- Policy will be implemented thoughtfully and with sensitivity to the current economic climate
- Increased focus on enhanced educational programs and employment readiness so clients can acquire skills to be more competitive in the job market and future job search
- Participants in an AHA-approved job training or educational program are eligible for consideration to receive a temporary deferment from the work requirement

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## HUMAN DEVELOPMENT

### Service Provider Network (SPN) and Connections

- The SPN is comprised of 54 organizations committed to helping AHA-assisted households in meeting the work/program participation requirement
- AHA and the SPN will focus on building additional relationships with organizations that will support sustainable employment
- AHA and its Human Services partners and counselors will continue to hold regular meetings with non-compliant and relocated households to ensure that clients continue to be engaged with service providers and ensure connections to available resources and opportunities

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## HUMAN DEVELOPMENT

### **Good Neighbor Program**

- Instructional program designed to educate participants on the values, roles and responsibilities in being a good neighbor
- Georgia State University's Alonzo A. Crim Center for Urban Educational Excellence provides the training modules to Housing Choice participants
- The coursework has been refined to include a certification requirement in completing the following three training modules:
  - Sustaining Neighborhood through Community Expectations
  - Conflict Resolution and Problem Solving
  - The Value of life-long Learning

### **Empowering S.E.L.F through the Good Neighbor Outreach Initiative**

- To complement the Good Neighbor Program and life-long learning, AHA will also implement this initiative to provide ongoing training and seminars to prepare families for healthy development and family success

35

Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## HUMAN DEVELOPMENT

### **Atlanta Community Scholars Awards (ACSA)**

- Provides post-secondary scholarships to eligible AHA youth to attend the college, university or technical school of their choice
- United Negro College Fund (UNCF) oversees donations and gifts received for ACSA and scholarship disbursements to awardees
- AHA will continue offering scholarships and seek funding for ACSA
- During the 2009/2010 campaign, AHA awarded over \$45,000 in scholarships and celebrated the first three ACSA college graduates. AHA employees also contributed over \$15,000 to ACSA through AHA's Workplace Giving Campaign

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## HUMAN DEVELOPMENT

### **Aging Well Program**

- Based on lessons learned from a pilot supportive services grant program at several AHA highrise communities, AHA will introduce its “Aging Well Program” at its 11 remaining highrise properties
- This program will greatly enhance socialization, life-long learning and offer a variety of wellness opportunities and programming to support independent living among seniors and persons with disabilities residing in the communities
- Starting with the physical structures, AHA is using \$18.5 million in American Recovery and Reinvestment Act (ARRA) funds to build vibrant physical spaces with technological enhancements to make spaces alive and engaging
- AHA will be working with Atlanta Regional Commission’s Agency on Aging, the on-site Private Management Company staff and other community partners for ongoing programming in the 11 communities

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## HUMAN DEVELOPMENT

### **Customer & Community Relations Center**

- 1-888-AHA-4You is an opportunity for the community to voice compliments or concerns to AHA
- AHA will continue to be responsive to calls and will augment staff as needed to respond to any increases in call volume, particularly during weekends and after-hours. AHA will also continue its outreach to the community by attending neighborhood planning and association meetings

### **Rapid Response Assistance Team**

- Assists Housing Choice participants impacted by landlord/property owner foreclosures and other emergencies such as natural disasters or serious health and safety issues
- AHA will continue to implement this program to assist families

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## ASSET MANAGEMENT

Dr. E. Mike Proctor  
Chief Operating Officer  
Asset Management and Policy  
Development

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## ASSET MANAGEMENT

AHA will continue its direction as a strategic Asset Management organization by:

- Creating a comprehensive, collaborative and integrated asset management resource using private sector inspired portfolio management and an asset valuation approach to managing AHA's assets
- Facilitating and managing business relationships with Owner Entities in AHA-sponsored mixed-income communities and private sector developers and Owners in the PBRA program
- Managing policy development and advisement both within AHA and externally with strategic partners

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Healthy Mixed-Income Communities: Healthy Self-Sufficient Families	<h2>ASSET MANAGEMENT</h2>
	<p><b>Reformulating the Subsidy Arrangement in AHA-sponsored Mixed-Income, Mixed-Finance Communities</b></p> <ul style="list-style-type: none"> <li>▪ Involves disposition of the public housing operating subsidy at AHA-sponsored mixed-income, mixed-finance communities to project based rental assistance</li> <li>▪ Helps to sustain and preserve investments in these multifamily rental communities to ensure their viability and market competitiveness</li> </ul> <p><b>Private Sector Innovation</b></p> <ul style="list-style-type: none"> <li>▪ Encourages owner entities of AHA-sponsored mixed-income communities and PBRA communities to propose innovative practices and enhance property operating efficiencies as an extension of AHA's MTW regulatory relief</li> <li>▪ During FY 2011, AHA will finalize a policy document to promote private sector innovation in these communities</li> </ul> <p>41</p>

Healthy Mixed-Income Communities: Healthy Self-Sufficient Families	<h2>ASSET MANAGEMENT</h2>
	<p><b>Streamlining Property-Level Operations</b></p> <ul style="list-style-type: none"> <li>▪ The central focus of this activity is to reduce duplication of effort in meeting various regulatory requirements tied to financing and funding development activities at the property level</li> <li>▪ With the growth of the PBRA program, AHA will work with the Owners to streamline reporting to HUD and other funding and equity sources, while continuing to meet its responsibilities and requirements to these entities</li> </ul> <p>42</p>

Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## ASSET MANAGEMENT

### AHA Sub-Market Payment Standards Methodology

- This methodology is an alternate for HUD's Fair Market Rent (FMR) structure and examines and analyzes residential rental market data on local economic factors in 30 or more discrete geographical areas
- This approach provides improved visibility on market rents and the changing economics that influence them

### Rent Reasonableness Determinations

- Using general rental market data derived from the Sub-Market Payment Standards, AHA utilizes an independent market analysis for establishing the market equivalent rents for residential rental units in the Housing Choice Voucher Program
- By accessing market-based intelligence, AHA can determine consistent rents for single and multifamily developments to negotiate with interested or participating landlords and property owners

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## PROPOSED POLICY CHANGES

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Healthy Mixed-Income Communities: Healthy Self-Sufficient Families	<h2>PROPOSED POLICY CHANGES</h2>
	<p><b>Policy Development</b></p> <p>Two policy documents govern Eligibility, Occupancy and Administration of the Public Housing and Housing Choice Voucher Programs:</p> <ul style="list-style-type: none"> <li>▪ Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments (Statement of Corporate Policies)</li> <li>▪ Statement of Policies Governing the Housing Choice tenant-based Program (Statement of Housing Choice Policies)</li> </ul> <p><b>Proposed FY 2011 MTW Policies</b></p> <ul style="list-style-type: none"> <li>▪ AHA is proposing several policies that will be effective July 1, 2010 (FY 2011) and will be applied uniformly for public housing assisted units in AHA-sponsored mixed-income (including those with Project Based Rental Assistance), AHA-owned communities and rental housing assisted under the Housing Choice Voucher Program, except as otherwise noted</li> </ul>

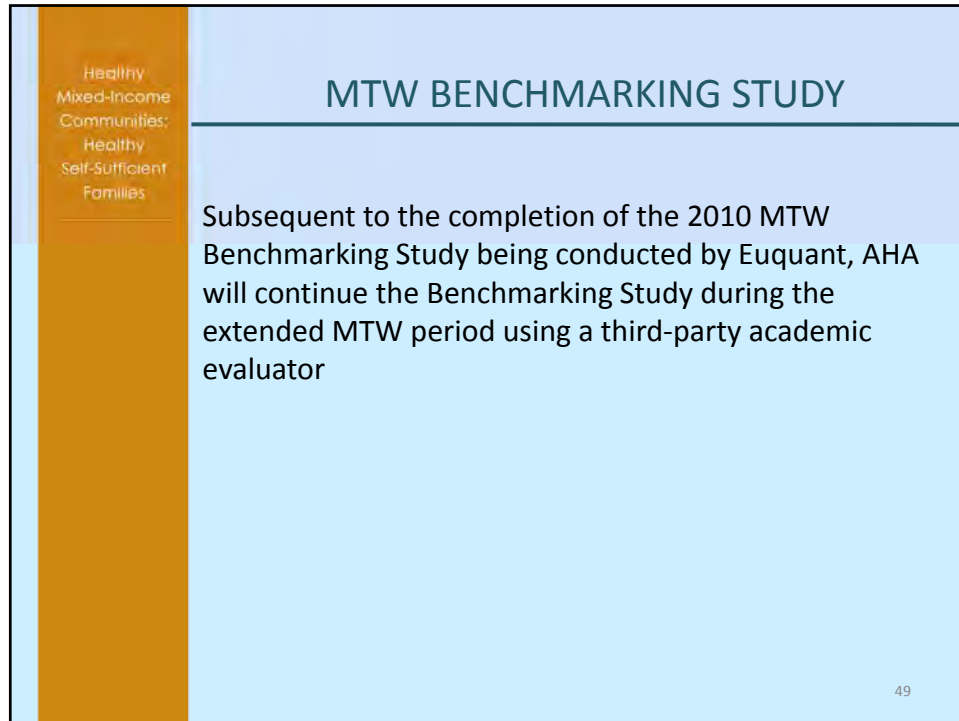
45

Healthy Mixed-Income Communities: Healthy Self-Sufficient Families	<h2>PROPOSED POLICY CHANGES</h2>
	<p><b>Non-Elderly Disabled Income Disregard</b></p> <p>AHA, in determining annual household income, will disregard the employment income of a non-elderly person whose sole source of income is Social Security, SSI, and/or other similar fixed income received from a verified plan, provided the employment income does not result in the discontinuance of the non-elderly person's sole source of annual fixed income</p> <p><b>Housing Choice Voucher Program HAP Abatement Policy</b></p> <p>AHA, in its discretion, may develop and implement procedures and practices governing the abatement of Housing Assistance Payments (HAP) payable to owners in the event a rental unit assisted under the HCVP fails to comply with the AHA Local Inspection Standards</p>

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Healthy Mixed-Income Communities: Healthy Self-Sufficient Families	<h2 style="text-align: center;">PROPOSED POLICY CHANGES</h2>
	<p><b>Administration of Housing Choice Voucher Program Waiting List</b></p> <p>AHA will be making changes in its existing policies to further clarify the process for organizing, updating and maintaining its Housing Choice Voucher Program waiting list. AHA, in its discretion, may establish reasonable procedures for reevaluating the reliability of waiting list information, exploring alternative lottery strategies for the selection of applicants and setting the requirement that applicants on the waiting list must notify AHA of their interest within a specified period of time in order to remain on the waiting list</p> <p><b>Standard Income Deductions and the Treatment of Assets</b></p> <p>AHA will be making changes in its existing policies regarding standard deductions and the treatment of assets. These policies will be restated by adding language that states that AHA's President and CEO shall approve the schedule of standard income deductions and any changes to the treatment of assets prior to implementation and that the AHA Board of Commissioners shall approve the annual analysis of the impact of rent policies on assisted households prior to submission to HUD</p> <p style="text-align: right;">47</p>

Healthy Mixed-Income Communities: Healthy Self-Sufficient Families	Empty header box
	<h2 style="text-align: center;">MTW BENCHMARKING STUDY</h2> <p style="text-align: right;">48</p>



Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## MTW BENCHMARKING STUDY

Subsequent to the completion of the 2010 MTW Benchmarking Study being conducted by Euquant, AHA will continue the Benchmarking Study during the extended MTW period using a third-party academic evaluator

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## BUSINESS TRANSFORMATION

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## BUSINESS TRANSFORMATION

- AHA's objective is to realize its full potential as a diversified real estate company with a public mission and purpose
- AHA has entered into a contract with a qualified firm to provide comprehensive business transformation consulting services. This firm will assist AHA by:
  - Assessing its current systems and practices
  - Developing and recommending an efficient and effective business model
  - Develop and launch a business transformation implementation plan

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## AHA-OWNED PROPERTIES & AMERICAN RECOVERY AND REINVESTMENT ACT FUNDS

Pat Jones  
Program Manager, Operations

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## AHA-OWNED PROPERTIES

- As a result of successful relocation of the public housing assisted households from the 12 QLI impacted properties, AHA owns and operates 13 communities (11 senior highrises and two small family communities) collectively referred to as AHA-owned properties:
  - 11 Highrise Communities**
    - Barge Road
    - Cheshire Bridge Road
    - Cosby Spears Towers
    - East Lake Towers
    - Georgia Avenue
    - Hightower Manor
    - Juniper & 10th St.
    - Marian Road Apartments
    - Marietta Road
    - Peachtree Road
    - Piedmont Road
  - Two Family Communities**
    - Martin Street Plaza
    - Westminster

53

Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## AHA-OWNED PROPERTIES

- AHA is using \$18.5 million in American Recovery and Reinvestment Act Funds (ARRA) to make substantial upgrades and improvements to AHA owned properties to include:
  - Critical building viability upgrades
  - Energy conservation measures
  - Exterior and site improvements
  - Renovation of main floor common areas, furniture, fixtures and equipment
- These improvements will greatly enhance the living environment and support the delivery of vibrant programming to enhance socialization and engagement of residents.

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## AHA-OWNED PROPERTIES

### CATALYST Policies and Initiatives

- AHA will continue implementing existing CATALYST policies and initiatives in these properties to include the Aging Well Program discussed under Human Development
- AHA will establish an income disregard policy for the disabled similar to its elderly income disregard, allowing AHA to disregard employment income for disabled adults on fixed income

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## AHA-OWNED PROPERTIES

### Energy Management Initiative

- AHA has initiated a number of energy conservation initiatives at assisted properties which include:
  - Using a portion of ARRA funds for energy conservation improvements in the common area renovations
  - Adopting Energy Star and WaterSense standards for future equipment purchases and maintenance programs
  - Supporting and facilitating staff and stakeholder training to improve knowledge of energy and sustainability practices and tactics
  - Initiating a second energy performance contract that will generate funds to further implement energy conservation and efficiency solutions at the properties

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## ARRA FUNDS

- AHA received \$26.5 million in ARRA Capital formula funds to use for the following purposes:
  - QLI Demolition Activities (\$8 Million) for Herndon, Hollywood Courts, Palmer House and Roosevelt House
  - Rehabilitation of AHA-owned properties (\$18.5 Million)
    - **Site Improvements/Infrastructure** – landscaping, roadways, parking walkways
    - **Building Envelope** – Improvements to building exterior, roofing, windows and doors
    - **Major Systems** – Improvements to HVAC, electrical, plumbing, gas and lighting systems
    - **Dwelling Units** – Renovations to bring several dwelling units back online
    - **Common Areas** – Renovations of main floor(s), common areas, community rooms, resident services and program areas, resident association offices, fitness and laundry rooms and non-dwelling equipment/furnishings

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Healthy  
Mixed-Income  
Communities:  
Healthy  
Self-Sufficient  
Families

## AHA BUDGET

Ken Sadeckas

Director of Budget and Financial  
Planning

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Healthy Mixed-Income Communities: Healthy Self-Sufficient Families	AHA BUDGET	
	FY 2011 Comprehensive Operating Budget *	
	REVENUES (in millions)	
	Housing Choice Operating Subsidy (99.5% proration)	\$191.3
	Low Income Operating Subsidy (88% proration)	18.8
	Capital Fund Program used for Operations	3.8
	Tenant Dwelling Income	5.0
	Interest Income	1.0
	Other Revenue	2.2
	<b>Total</b>	<b>\$222.1</b>
<p>*Preliminary budget not including demolition, modernization or revitalization revenues or expenses. Also, Operating Subsidy Revenues are based on estimates and are subject to final Congressional appropriations.</p>		
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Healthy Mixed-Income Communities: Healthy Self-Sufficient Families	AHA BUDGET	
	FY 2011 Comprehensive Operating Budget *	
	EXPENSES (in millions)	
	Housing Assistance Payments	\$151.2
	Direct Program Administration	22.1
	Resident Services	9.2
	Utilities	4.3
	Ordinary Maintenance and Operation	5.9
	Protective Services	1.7
	General and Administrative Expenses	25.1
	Interest Expense	0.2
	Extraordinary Maintenance	0.4
	<b>Total Expenses</b>	<b>\$220.1</b>
<p>*Preliminary budget not including demolition, modernization or revitalization revenues or expenses. Also, Operating Subsidy Revenues are based on estimates and are subject to final Congressional appropriations.</p>		
60		

<p>Healthy Mixed-Income Communities: Healthy Self-Sufficient Families</p>	<div data-bbox="560 294 1258 367">FY 2011 CAPITAL PROJECTS &amp; DEMOLITION FUNDED WITH CAPITAL FUNDS AND ACCUMULATED RESERVES</div> <div data-bbox="527 441 1274 703"><ul style="list-style-type: none"><li>▪ Remaining QLI demolition activities</li><li>▪ Rehabilitation projects at AHA-owned communities</li><li>▪ Acquisition in support of revitalization</li><li>▪ Gap financing to support the development of mixed-income, mixed-finance closings</li></ul></div> <div data-bbox="1209 924 1242 955">61</div>
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## SECRETARY'S CERTIFICATE

I, RENÉE LEWIS GLOVER, DO HEREBY CERTIFY that:

1. I am the presently appointed and qualified Secretary of the Board of Commissioners of The Housing Authority of the City of Atlanta, Georgia ("AHA"). In such capacity, I am custodian of its records and I am familiar with its organization, membership and activities.
2. Attached hereto as Exhibit 1 is a true and correct copy of the resolution authorizing AHA to submit its Fiscal Year 2011 Moving to Work Annual Implementation Plan to the United States Department of Housing and Urban Development and to implement the projects, activities, initiatives and any policy changes described therein, and other related matters.
3. This resolution was presented to the AHA Board of Commissioners (the "Board") at its Regular Meeting on April 14, 2010 (the "Meeting").
4. The following Board members were present for the Meeting:

Cecil Philips, Chair  
Elder James Brown, Vice Chair  
Justine Boyd  
Margarette Paulyne Morgan White

5. At the Meeting, the Board unanimously adopted and approved the resolution attached hereto as Exhibit 1.

IN WITNESS WHEREOF, I have hereunto set my hand and the duly adopted official seal of The Housing Authority of the City of Atlanta, Georgia this 14 day of April, 2010.



  
RENÉE LEWIS GLOVER,  
Secretary

**CERTIFICATION TO U.S. DEPARTMENT OF HOUSING AND URBAN  
DEVELOPMENT REGARDING THE HOUSING AUTHORITY OF THE CITY  
OF ATLANTA, GEORGIA'S FY 2011 CATALYST IMPLEMENTATION PLAN**

On behalf of The Housing Authority of the City of Atlanta, Georgia ("AHA"), and in accordance with AHA's Amended and Restated Moving to Work Agreement, effective as of November 13, 2008, as further amended by that certain Second Amendment to the Moving to Work Agreement, effective as of January 16, 2009 (the "MTW Agreement"), I hereby certify that AHA's FY2011 CATALYST Implementation Plan (the "FY2011 MTW Annual Plan") meets the substantive information reporting requirements of the Paperwork Reduction Act for the MTW Demonstration Program and HUD Form 50900 (OMB Control Number 2577-0216).

**THE HOUSING AUTHORITY OF CITY OF  
ATLANTA, GEORGIA**

By: 

Name: Renée Lewis Glover

Title: President & CEO

Date: April 14, 2010

## **Annual Moving to Work Plan Certifications of Compliance**

**U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing**

### **Certifications of Compliance with Regulations: Board Resolution to Accompany the Annual Moving to Work Plan**

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairman or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the PHA fiscal year beginning July 1, 2010, hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

1. The PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the PHA and conducted a public hearing to discuss the Plan and invited public comment.
2. The Agency took into consideration public and resident comment before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan;
3. The PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
4. The PHA will affirmatively further fair housing by examining their programs or proposed programs, identify any impediments to fair housing choice within those programs, address those impediments in a reasonable fashion in view of the resources available and work with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement and maintain records reflecting these analyses and actions.
5. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
6. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
7. The PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
8. The PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
9. The PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.
10. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.
11. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105( a).
12. The PHA will provide HUD or the responsible entity any documentation that the Department needs to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58.
13. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
14. The PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
15. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.



16. The PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 85 (Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments.).

17. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.

18. All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the PHA in its Plan and will continue to be made available at least at the primary business office of the PHA.

The Housing Authority of the

City of Atlanta, Georgia

PHA Name

GA 006

PHA Number/HA Code

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Cecil Phillips

Name of Authorized Official

Chairman, Board of Commissioners

Title

*Cecil Phillips*

Signature

*Cecil Phillips April 14, 2010*

Date

**EXECUTIVE SUMMARY TO ITEM NO. EO-1**

This resolution, if approved, would authorize The Housing Authority of the City of Atlanta, Georgia (AHA) to submit its Fiscal Year 2011 Moving to Work Annual Implementation Plan to the United States Department of Housing and Urban Development and to implement the projects, activities, initiatives and any policy changes described therein, and other related matters.

**PREPARED FOR THE REGULAR MEETING  
OF THE BOARD OF COMMISSIONERS TO BE HELD  
WEDNESDAY, APRIL 14, 2010**

**ITEM NO. EO-1:**

To consider and act upon a resolution authorizing The Housing Authority of the City of Atlanta, Georgia (AHA) to submit its Fiscal Year 2011 Moving to Work Annual Implementation Plan to the United States Department of Housing and Urban Development and to implement the projects, activities, initiatives and any policy changes described therein, and other related matters.

**EXPLANATION**

The Housing Authority of the City of Atlanta, Georgia (AHA) executed its Amended and Restated Moving to Work Agreement, effective as of November 13, 2008, as further amended by that certain Second Amendment to the Moving to Work Agreement, effective as of January 16, 2009 (Amended and Restated MTW Agreement) with the United States Department of Housing and Urban Development (HUD). The Amended and Restated MTW Agreement is effective through June 30, 2018, unless further extended. The Amended and Restated MTW Agreement requires AHA to submit an MTW annual plan to HUD in lieu of the Five-Year Plan and Annual Plan traditionally required by Section 5A of the United States Housing Act of 1937, as amended. Each year during the MTW demonstration period, an MTW annual implementation plan must be submitted to HUD with an AHA Board of Commissioners resolution approving the plan and certifying that a public hearing has been held regarding the plan.

AHA has prepared its Fiscal Year (FY) 2011 MTW Annual Implementation Plan (also referred to herein as the FY 2011 CATALYST Implementation Plan). The FY 2011 CATALYST Implementation Plan identifies AHA's priorities, projects, activities, and initiatives for FY 2011, and any policy changes to the Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments and the Statement of Policies Governing the Housing Choice Tenant-Based Program to be implemented during FY 2011. During FY 2011, AHA will also continue to improve and strengthen its corporate infrastructure, financial and reporting systems, information technology environment, and human development services. At a briefing held on February 24, 2010, AHA's Board of Commissioners were advised of the projects, activities, initiatives and policy changes that will be implemented during FY 2011, as set forth in the presentation attached as Exhibit EO-1-A.

AHA's FY 2011 CATALYST Implementation Plan is the product of an inclusive and comprehensive planning process involving numerous hours of planning and consultation with AHA's Board of Commissioners, AHA's Senior Management, Resident Association presidents, AHA Advisory Board groups, Public Housing Assisted residents, Housing Choice participants, AHA employees, the Georgia Law Center for the Homeless, Atlanta Legal Aid, local political and government officials and other stakeholders and members of the public. Comments and suggestions were made at those various meetings, all of which were considered by Senior Management of AHA. The consultation process included a properly advertised and noticed public hearing conducted by

Commissioner James Brown, on behalf of AHA's Board of Commissioners, on February 25, 2010.

Senior Management of AHA is now requesting the Board of Commissioners to: (i) approve AHA's FY 2011 CATALYST Implementation Plan; (ii) authorize the submission of AHA's FY 2011 CATALYST Implementation Plan to HUD; (iii) authorize the Chairman or the Vice Chairman of the Board of Commissioners to execute the HUD Certifications of Compliance, attached as Exhibit EO-1-B; and (iv) approve the implementation of the projects, activities, initiatives and any policy changes set forth in the FY 2011 CATALYST Implementation Plan.

## **RESOLUTION**

**WHEREAS**, The Housing Authority of the City of Atlanta, Georgia (AHA) executed its Amended and Restated Moving to Work Agreement, effective as of November 13, 2008, as further amended by that certain Second Amendment to the Moving to Work Agreement, effective as of January 16, 2009 (Amended and Restated MTW Agreement) with the United States Department of Housing and Urban Development (HUD);

**WHEREAS**, the Amended and Restated MTW Agreement is effective through June 30, 2018, unless further extended;

**WHEREAS**, the Amended and Restated MTW Agreement requires AHA to submit an MTW annual plan to HUD in lieu of the Five-Year Plan and Annual Plan traditionally required by Section 5A of the United States Housing Act of 1937, as amended;

**WHEREAS**, each year during the MTW demonstration period, an MTW annual implementation plan must be submitted to HUD with an AHA Board of Commissioners resolution approving the plan and certifying that a public hearing has been held regarding the plan;

**WHEREAS**, AHA has prepared its Fiscal Year (FY) 2011 MTW Annual Implementation Plan (also referred to herein as the FY 2011 CATALYST Implementation Plan);

**WHEREAS**, the FY 2011 CATALYST Implementation Plan identifies AHA's priorities, projects, activities, and initiatives for FY 2011, and any policy changes to the Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments and the Statement of Policies Governing the Housing Choice Tenant-Based Program to be implemented during FY 2011;

**WHEREAS**, during FY 2011, AHA will also continue to improve and strengthen its corporate infrastructure, financial and reporting systems, information technology environment, and human development services;

**WHEREAS**, at a briefing held on February 24, 2010, AHA's Board of Commissioners were advised of the projects, activities, initiatives and policy changes that will be implemented during FY 2011, as

set forth in the presentation attached as Exhibit EO-1-A;

**WHEREAS**, AHA's FY 2011 CATALYST Implementation Plan is the product of an inclusive and comprehensive planning process involving numerous hours of planning and consultation with AHA's Board of Commissioners, AHA's Senior Management, Resident Association presidents, AHA Advisory Board groups, Public Housing Assisted residents, Housing Choice participants, AHA employees, the Georgia Law Center for the Homeless, Atlanta Legal Aid, local political and government officials and other stakeholders and members of the public;

**WHEREAS**, comments and suggestions were made at those various meetings, all of which were considered by Senior Management of AHA;

**WHEREAS**, the consultation process included a properly advertised and noticed public hearing conducted by Commissioner James Brown, on behalf of AHA's Board of Commissioners, on February 25, 2010; and

**WHEREAS**, Senior Management of AHA is now requesting the Board of Commissioners to: (i) approve AHA's FY 2011 CATALYST Implementation Plan; (ii) authorize the submission of AHA's FY 2011 CATALYST Implementation Plan to HUD; (iii) authorize the Chairman or the Vice Chairman of the Board of Commissioners to execute the HUD Certifications of Compliance, attached as Exhibit EO-1-B; and (iv) approve the implementation of the projects, activities, initiatives and any policy changes set forth in the FY 2011 CATALYST Implementation Plan.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA, THAT:**

1. AHA's FY 2011 CATALYST Implementation Plan, including the projects, activities, initiatives and any policy changes that will be implemented during FY 2011 as described in Exhibit EO-1-A is hereby approved.
2. Each of the Chairman or the Vice Chairman of the Board of Commissioners, when required, and the President and Chief Executive Officer are hereby authorized to execute Exhibit EO-1-B and any other required documents, certifications or United States Department of Housing and Urban Development (HUD) forms related to the approval and filing of AHA's FY 2011 CATALYST Implementation Plan without further vote or approval of this Board.
3. The President and Chief Executive Officer is authorized to submit AHA's FY 2011 CATALYST Implementation Plan and such other required documents, certifications or forms to HUD with such changes, additions, corrections or amendments as she shall deem necessary or appropriate or as may be required by HUD without further vote or approval of this Board.
4. The President and Chief Executive Officer and any person or persons designated and authorized to so act by the President and Chief Executive Officer are hereby authorized to implement the projects, activities, initiatives and any policy changes set forth in the FY 2011 CATALYST

Implementation Plan.

### **EXHIBIT AMPD-1-A**

Exhibit AMPD-1-A provides an overview of new policies AHA is proposing under its FY 2011 Moving to Work (MTW) Plan. AHA is required to conduct a rent impact analysis for any new rent policy that may impact the total rent and utilities paid by assisted households. The rent impact analysis for the Non-Elderly Disabled Income Disregard rent policy is presented in Exhibit AMPD-1-B.

AHA policies and any related rent impact analyses are effective only after approval and adoption by the AHA Board of Commissioners who, in doing so, authorize the President and Chief Executive Officer to execute and provide administrative direction in the implementation of those policies.

MTW policies in effect for mixed income residential rental communities with AHA-assisted rental units, AHA-owned communities and rental housing assisted under the Housing Choice Voucher Program are captured in two key policy documents. The *Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments – Revision 4* (Statement of Corporate Policies) was last adopted by the AHA Board of Commissioners on April 30, 2008. The *Statement of Policies Governing the Housing Choice Tenant-Based Program – Revision 7* (Statement of Housing Choice Policies) was last adopted by the AHA Board of Commissioners on September 3, 2008. Upon approval of the proposed policies outlined in Resolution AMPD-1, AHA will incorporate those changes in Revision 5 of the Statement of Corporate Policies and Revision 8 of the Statement of Housing Choice Policies and submit them to HUD in its FY 2011 MTW Plan, respectively.

### **PROPOSED AMENDMENTS TO THE STATEMENT OF CORPORATE POLICIES.**

The proposed amendments to the Statement of Corporate Policies are summarized below.

#### **Resident Benefits and Opportunities (Reference: Part III, Article One, §7)**

**Standard Income Deductions and the Treatment of Assets:** Part III, Article One, § 7 covers policies for standard income deductions and the treatment of assets. These policies are being restated by adding language that provides that the President and Chief Executive Officer, as approved by the AHA Board of Commissioners, is authorized to approve revisions to the schedule of standard income deductions and any revisions to the treatment of assets. Current policy language states that the AHA Board of Commissioners shall approve standard income deductions and any changes to the treatment of assets. These are administrative matters that are appropriately handled by the President and Chief Executive Officer as authorized by the AHA Board of Commissioners. Pursuant to the Amended and Restated MTW Agreement, the AHA Board of Commissioners will continue to approve rent impact analyses.

#### **Resident Benefits and Opportunities (Reference: Part III, Article One, §11)**

**Non-Elderly Disabled Income Disregard:** The proposed amendment would revise Part III, Article One, §11 by extending the Elderly Income Disregard to non-elderly disabled persons whose sole source of income, other than employment income, is Social Security, SSI, and/or other similar fixed income received from a verified plan (Annual Fixed Income), provided the employment income does not result in the reduction or discontinuance of a non-elderly disabled person's Annual Fixed Income. This policy is applicable to all AHA rental assistance programs and serves as the replacement for any applicable HUD rules and regulations. AHA, in its discretion, may establish reasonable verification procedures and documentation requirements to ensure program integrity.

## **PROPOSED AMENDMENTS TO THE STATEMENT OF HOUSING CHOICE POLICIES.**

The proposed amendments to the Statement of Housing Choice Policies are summarized below.

### **Admission to the Program (Reference: Part II, Article Four, §1)**

**Administration of Housing Choice Voucher Waiting List:** Policies regarding the administration of the Housing Choice Voucher waiting list are covered under Part II (Admission to the Program) of the Statement of Housing Choice Policies. These policies will be expanded in Part II, Article Four, §1 in order to clarify and inform procedures for ranking of applicants on the waiting list and the processes for organizing, updating and maintaining applicant records. Additional language will state that AHA, in its discretion, may establish reasonable procedures for reevaluating the reliability of waiting list information, exploring alternative lottery strategies for the selection of applicants and setting the requirement that applicants on the waiting list must notify AHA of their interest within a specified period of time in order to remain on the waiting list. The purpose of this policy clarification is to authorize reasonable procedures that allow AHA to manage the Housing Choice Voucher waiting list and the issuance of vouchers in a nimble, effective and equitable manner while improving communication with respect to waiting list status by placing the responsibility and accountability of notifying AHA of their continued interest upon applicants.

### **Rent (Reference: Part IV, Article Five)**

**Non-Elderly Disabled Income Disregard:** The proposed amendment would revise Part IV, Article Five by extending the Elderly Income Disregard to non-elderly disabled persons whose sole source of income, other than employment income, is Social Security, SSI, and/or other similar fixed income received from a verified plan (Annual Fixed Income), provided the employment income does not result in the reduction or discontinuance of a non-elderly disabled person's Annual Fixed Income. This policy is applicable to all AHA rental assistance programs and serves as the replacement for any applicable HUD rules and regulations. AHA, in its discretion, may establish reasonable verification procedures and documentation requirements to ensure program integrity.

### **Rent (Reference: Part IV, Article Six)**

**Standard Income Deductions and the Treatment of Assets:** Part IV, Article Six covers policies for standard income deductions and the treatment of assets. These policies are being restated by adding language that provides that the President and Chief Executive Officer, as approved by the AHA Board of Commissioners, is authorized to approve revisions to the schedule of standard income deductions and any revisions to the treatment of assets. Current policy language states that the AHA Board of Commissioners shall approve standard income deductions and any changes to the treatment of assets. These are administrative matters that are appropriately handled by the President and Chief Executive Officer as authorized by the AHA Board of Commissioners. Pursuant to the Amended and Restated MTW Agreement, the AHA Board of Commissioners will continue to approve rent impact analyses.

### **Inspections (Reference: Part IX, Article One, §3)**

**Housing Choice Voucher Program HAP Abatement Policy:** A new §3 will be added to Part IX, Article One providing that AHA, in its discretion, may develop and implement procedures and practices governing the abatement of housing assistance payments payable to owners in the event a rental unit assisted under the program fails to comply with the AHA Local Inspection Standards. The procedures and practices established under this policy will be set forth in the Housing Choice Voucher operating procedures and implemented as a substitute for any applicable HUD rules and regulations.



**EXHIBIT AMPD-1-B****NON-ELDERLY INCOME DISABLED DISREGARD RENT POLICY**

In establishing the proposed Non-Elderly Disabled Income Disregard rent policy, AHA is required to conduct a rent impact analysis pursuant to AHA's Amended and Restated Moving to Work Agreement. The proposed policy would amend Part III, Article One, §11 of the Statement of Corporate Policies and Part IV, Article Five of the Statement of Housing Choice Policies by extending the Elderly Income Disregard to non-elderly disabled persons whose sole source of income, other than employment income, is Social Security, SSI, and/or other similar fixed income received from a verified plan (Annual Fixed Income), provided the employment income does not result in the reduction or discontinuance of a non-elderly disabled person's Annual Fixed Income. This policy is applicable to all AHA rental assistance programs and serves as the replacement for any applicable HUD rules and regulations. AHA, in its discretion, may establish reasonable verification procedures and documentation requirements to ensure program integrity.

**ANALYSIS OF NON-ELDERLY DISABLED INCOME RENT POLICY  
IMPACT ON TOTAL TENANT PAYMENT (TTP)<sup>1</sup>**

NUMBER (N) OF NON-ELDERLY DISABLED PERSONS BY CATEGORY OF RENTAL ASSISTANCE		FIXED INCOME ONLY  DISREGARD DOES <u>NOT</u> APPLY			FULL-TIME EMPLOYMENT INCOME  DISREGARD DOES <u>NOT</u> APPLY			FIXED INCOME AND QUALIFYING EMPLOYMENT INCOME  DISREGARD <u>DOES</u> APPLY			
		N	%	Average TTP	N	%	Average TTP	N	%	Average TTP <u>WITHOUT</u> Disregard	Average TTP <u>WITH</u> Disregard
AHA-Owned Communities	681	659	96.8%	\$227	11	1.6%	\$427	11	1.6%	\$425	\$252
Mixed Income Communities with Section 9 <sup>2</sup>	216	161	74.5%	\$138	54	25.0%	\$246	1	0.5%	\$124	\$95
Mixed Income Communities with PBRA <sup>3</sup>	249	230	92.4%	\$102	19	7.6%	\$208	0	0.0%	NA	NA
Housing Choice Voucher Program	1,682	1,599	95.1%	\$263	36	2.1%	\$315	47	2.8%	\$370	\$225
<b>SUMMARY<sup>4</sup></b>	<b>2,828</b>	<b>2,649</b>	<b>93.7%</b>	<b>\$232</b>	<b>120</b>	<b>4.3%</b>	<b>\$277</b>	<b>59</b>	<b>2.1%</b>	<b>\$376</b>	<b>\$228</b>

1. Total Tenant Payment is the assisted household's share of the rent and utilities before any adjustment for tenant-paid utilities.

2. Section 9 means operating subsidy under Section 9 of the 1937 Housing Act, as amended.

3. PBRA means Project Based Rental Assistance.

4. TTPs are calculated as weighted averages.

**IMPACT ANALYSIS**

As the chart illustrates, the proposed Non-Elderly Disabled Income Disregard rent policy has a positive impact because the proposed rent policy reduces the Total Tenant Payment of assisted households by disregarding the employment income of eligible non-elderly disabled household members whose Social Security, SSI and/or other similar fixed income received from a verified plan would not be affected by the employment income. The weighted averages indicate that the 59 eligible non-elderly disabled household members have an average reduction in Total Tenant Payment of \$148. The proposed Non-Elderly Disabled Income Disregard policy for currently eligible households would increase AHA's annual subsidy expense by approximately \$104,784 based on this analysis.

## SECRETARY'S CERTIFICATE

I, RENÉE LEWIS GLOVER, DO HEREBY CERTIFY that:

1. I am the presently appointed and qualified Secretary of the Board of Commissioners of The Housing Authority of the City of Atlanta, Georgia ("AHA"). In such capacity, I am custodian of its records and I am familiar with its organization, membership and activities.
2. Attached hereto as Exhibit 1 is a true and correct copy of the resolution authorizing AHA to (i) amend the Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments and the Statement of Policies Governing the Housing Choice Tenant-Based Program, and (ii) approve the impact analysis supporting the Non-Elderly Disabled Income Disregard policy, and other related matters.
3. This resolution was presented to the AHA Board of Commissioners (the "Board") at its Regular Meeting on April 14, 2010 (the "Meeting").
4. The following Board members were present for the Meeting:  
  
Cecil Philips, Chair  
Elder James Brown, Vice Chair  
Justine Boyd  
Margarette Paulyne Morgan White
5. At the Meeting, the Board unanimously adopted and approved the resolution attached hereto as Exhibit 1.

IN WITNESS WHEREOF, I have hereunto set my hand and the duly adopted official seal of The Housing Authority of the City of Atlanta, Georgia this 14 day of April, 2010.



RENÉE LEWIS GLOVER,  
Secretary



# APPENDIX C

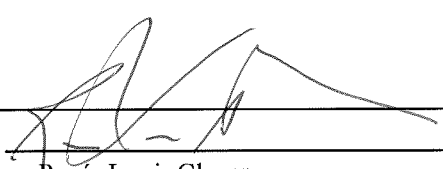
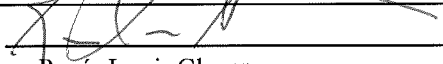
**DISCLOSURE OF LOBBYING ACTIVITIES**

Approved by OMB

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352

0348-0046

(See reverse for public burden disclosure.)

<b>1. Type of Federal Action:</b> <input checked="checked" type="checkbox"/> a. contract <input type="checkbox"/> b. grant <input type="checkbox"/> c. cooperative agreement <input type="checkbox"/> d. loan <input type="checkbox"/> e. loan guarantee <input type="checkbox"/> f. loan insurance		<b>2. Status of Federal Action:</b> <input type="checkbox"/> a. bid/offer/application <input type="checkbox"/> b. initial award <input type="checkbox"/> c. post-award		<b>3. Report Type:</b> <input checked="checked" type="checkbox"/> a. initial filing <input type="checkbox"/> b. material change <b>For Material Change Only:</b> year _____ quarter _____ date of last report _____	
<b>4. Name and Address of Reporting Entity:</b> <input checked="checked" type="checkbox"/> Prime <input type="checkbox"/> Subawardee Tier _____, if known:  Congressional District, if known: 5th			<b>5. If Reporting Entity in No. 4 is a Subawardee, Enter Name and Address of Prime:</b>  n/a  Congressional District, if known:		
<b>6. Federal Department/Agency:</b> U.S. Department of Housing and Urban Development			<b>7. Federal Program Name/Description:</b>  CFDA Number, if applicable: n/a		
<b>8. Federal Action Number, if known:</b>			<b>9. Award Amount, if known:</b> \$ n/a		
<b>10. a. Name and Address of Lobbying Registrant</b> (if individual, last name, first name, MI):			<b>b. Individuals Performing Services</b> (including address if different from No. 10a) (last name, first name, MI):  		
<b>11.</b> Information requested through this form is authorized by title 31 U.S.C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U.S.C. 1352. This information will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.			Signature:  Print Name: Renée Lewis Glover Title: President & Chief Executive Officer Telephone No.: (404) 817-7463      Date: 4/14/10		
<b>Federal Use Only:</b>					Authorized for Local Reproduction Standard Form LLL (Rev. 7-97)

## INSTRUCTIONS FOR COMPLETION OF SF-LLL, DISCLOSURE OF LOBBYING ACTIVITIES

This disclosure form shall be completed by the reporting entity, whether subawardee or prime Federal recipient, at the initiation or receipt of a covered Federal action, or a material change to a previous filing, pursuant to title 31 U.S.C. section 1352. The filing of a form is required for each payment or agreement to make payment to any lobbying entity for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with a covered Federal action. Complete all items that apply for both the initial filing and material change report. Refer to the implementing guidance published by the Office of Management and Budget for additional information.

1. Identify the type of covered Federal action for which lobbying activity is and/or has been secured to influence the outcome of a covered Federal action.
2. Identify the status of the covered Federal action.
3. Identify the appropriate classification of this report. If this is a followup report caused by a material change to the information previously reported, enter the year and quarter in which the change occurred. Enter the date of the last previously submitted report by this reporting entity for this covered Federal action.
4. Enter the full name, address, city, State and zip code of the reporting entity. Include Congressional District, if known. Check the appropriate classification of the reporting entity that designates if it is, or expects to be, a prime or subaward recipient. Identify the tier of the subawardee, e.g., the first subawardee of the prime is the 1st tier. Subawards include but are not limited to subcontracts, subgrants and contract awards under grants.
5. If the organization filing the report in item 4 checks "Subawardee," then enter the full name, address, city, State and zip code of the prime Federal recipient. Include Congressional District, if known.
6. Enter the name of the Federal agency making the award or loan commitment. Include at least one organizational level below agency name, if known. For example, Department of Transportation, United States Coast Guard.
7. Enter the Federal program name or description for the covered Federal action (item 1). If known, enter the full Catalog of Federal Domestic Assistance (CFDA) number for grants, cooperative agreements, loans, and loan commitments.
8. Enter the most appropriate Federal identifying number available for the Federal action identified in item 1 (e.g., Request for Proposal (RFP) number; Invitation for Bid (IFB) number; grant announcement number; the contract, grant, or loan award number; the application/proposal control number assigned by the Federal agency). Include prefixes, e.g., "RFP-DE-90-001."
9. For a covered Federal action where there has been an award or loan commitment by the Federal agency, enter the Federal amount of the award/loan commitment for the prime entity identified in item 4 or 5.
10. (a) Enter the full name, address, city, State and zip code of the lobbying registrant under the Lobbying Disclosure Act of 1995 engaged by the reporting entity identified in item 4 to influence the covered Federal action.  
  
(b) Enter the full names of the individual(s) performing services, and include full address if different from 10 (a). Enter Last Name, First Name, and Middle Initial (MI).
11. The certifying official shall sign and date the form, print his/her name, title, and telephone number.

According to the Paperwork Reduction Act, as amended, no persons are required to respond to a collection of information unless it displays a valid OMB Control Number. The valid OMB control number for this information collection is OMB No. 0348-0046. Public reporting burden for this collection of information is estimated to average 10 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0046), Washington, DC 20503.

# Certification for a Drug-Free Workplace

U.S. Department of Housing  
and Urban Development

Applicant Name

The Housing Authority of the City of Atlanta, Georgia (AHA)

Program/Activity Receiving Federal Grant Funding

Moving To Work Demonstration Program

Acting on behalf of the above named Applicant as its Authorized Official, I make the following certifications and agreements to the Department of Housing and Urban Development (HUD) regarding the sites listed below:

I certify that the above named Applicant will or will continue to provide a drug-free workplace by:

a. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the Applicant's workplace and specifying the actions that will be taken against employees for violation of such prohibition.

b. Establishing an on-going drug-free awareness program to inform employees ---

(1) The dangers of drug abuse in the workplace;

(2) The Applicant's policy of maintaining a drug-free workplace;

(3) Any available drug counseling, rehabilitation, and employee assistance programs; and

(4) The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace.

c. Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph a.;

d. Notifying the employee in the statement required by paragraph a. that, as a condition of employment under the grant, the employee will ---

(1) Abide by the terms of the statement; and

(2) Notify the employer in writing of his or her conviction for a violation of a criminal drug statute occurring in the workplace no later than five calendar days after such conviction;

e. Notifying the agency in writing, within ten calendar days after receiving notice under subparagraph d.(2) from an employee or otherwise receiving actual notice of such conviction. Employers of convicted employees must provide notice, including position title, to every grant officer or other designee on whose grant activity the convicted employee was working, unless the Federal agency has designated a central point for the receipt of such notices. Notice shall include the identification number(s) of each affected grant;

f. Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph d.(2), with respect to any employee who is so convicted ---

(1) Taking appropriate personnel action against such an employee, up to and including termination, consistent with the requirements of the Rehabilitation Act of 1973, as amended; or

(2) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency;

g. Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs a. thru f.

2. **Sites for Work Performance.** The Applicant shall list (on separate pages) the site(s) for the performance of work done in connection with the HUD funding of the program/activity shown above: Place of Performance shall include the street address, city, county, State, and zip code. Identify each sheet with the Applicant name and address and the program/activity receiving grant funding.)

See Attachment

Check here ☐ if there are workplaces on file that are not identified on the attached sheets.

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate.

**Warning:** HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties.  
(18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Name of Authorized Official

Renée Lewis Glover

Title

President &amp; Chief Executive Officer

Signature

Date

4/14/10

X

form HUD-50070 (3/98)

ref. Handbooks 7417.1, 7475.13, 7485.1 &amp; .3

## **Appendix C: Additional Certifications**

### **Item 2. Certification for a Drug-Free Workplace Attachment**

#### **The Housing Authority of the City of Atlanta, Georgia ("AHA")**

##### **Sites for Work Performance**

### **AHA-Owned Residential Properties**

<b>No.</b>	<b>Community</b>	<b>Street Address</b>	<b>City</b>	<b>State</b>	<b>Zip Code</b>
1	Barge Road	2440 Barge Road	Atlanta,	Georgia	30331
2	Cheshire Bridge Road	2170 Cheshire Bridge Road	Atlanta,	Georgia	30324
3	Cosby Spear Towers	355 North Avenue	Atlanta,	Georgia	30308
4	East Lake Towers	380 East Lake Boulevard	Atlanta,	Georgia	30317
5	Georgia Avenue	174 Georgia Avenue	Atlanta,	Georgia	30312
6	Hightower Manor	2610 M.L. King Drive	Atlanta,	Georgia	30311
7	Juniper & 10 <sup>th</sup>	150 Tenth Street	Atlanta,	Georgia	30309
8	Marian Road	760 Sidney Marcus Boulevard	Atlanta,	Georgia	30324
9	Marietta Road	2295 Marietta Road	Atlanta,	Georgia	30318
10	Peachtree Road	2240 Peachtree Road	Atlanta,	Georgia	30309
11	Piedmont Road	3601 Piedmont Road, NE	Atlanta,	Georgia	30305
12	Martin Street Plaza	600 Martin Street, SE	Atlanta,	Georgia	30312
13	Westminster	1422 Piedmont Avenue	Atlanta,	Georgia	30309

## Appendix C: Additional Certifications

### Certification for a Drug-Free Workplace Attachment

#### The Housing Authority of the City of Atlanta, Georgia ("AHA")

#### Sites for Work Performance

#### QLI Impacted Communities

No.	Community	Street Address	City	State	Zip Code
1	Palmer House	430 Centennial Olympic Park Dr.	Atlanta,	Georgia	30313
2	Roosevelt House	582 Centennial Olympic Park Dr.	Atlanta,	Georgia	30313
3	Bankhead Courts	3400 Maynard Court	Atlanta,	Georgia	30331
4	Bowen Apartments	2804 Yates Drive	Atlanta,	Georgia	30318
5	Englewood Manor	1271 Gault Street, SE	Atlanta,	Georgia	30315
6	Herndon Homes	448 Gray Street, NW	Atlanta,	Georgia	30318
7	Hollywood Courts	2515 Hollywood Court	Atlanta,	Georgia	30318
8	Jonesboro North <sup>1</sup>	2291 Jonesboro Road	Atlanta,	Georgia	30315
9	Jonesboro South <sup>1</sup>	2471 Jonesboro Road	Atlanta,	Georgia	30315
10	Leila Valley <sup>2</sup>	2413 Leila Lane, SE	Atlanta,	Georgia	30315
11	Thomasville Heights	1038 Henry Thomas Drive, SE	Atlanta,	Georgia	30315
12	U-Rescue Villa <sup>1</sup>	355 North Avenue, NE	Atlanta,	Georgia	30308

<sup>1</sup> Demolition is complete for these properties. AHA has requested that these properties be removed from PIC.

<sup>2</sup> Leila Valley was removed from the Public Information Center (PIC).



## Appendix C: Additional Certifications

### Certification for a Drug-Free Workplace Attachment

#### The Housing Authority of the City of Atlanta, Georgia ("AHA")

#### Sites for Work Performance

### Revitalization Impacted Communities

Former Property Names	New Revitalized Properties
<b>GRADY HOMES</b>  Antoine Graves  Antoine Graves Annex  University Homes	<b>Auburn Pointe</b>
<b>CARVER HOMES</b>	<b>The Villages at Carver</b>
<b>CAPITOL HOMES</b>	<b>Capitol Gateway</b>
<b>HARRIS HOMES</b>  John O. Chiles  John O. Chiles Annex	<b>CollegeTown at West End</b>
<b>MCDANIEL GLENN</b>  McDaniel Glenn Annexes  Martin Luther King Jr. Tower	<b>Mechanicsville</b>
<b>PERRY HOMES</b>	<b>West Highlands at Heman E. Perry Boulevard</b>

These communities are in an active redevelopment process, which includes one or more of the following phases:

- Master Planning
- Resident Relocation
- Demolition
- Disposition
- Construction
- Lease-Up

## Appendix C: Certification for a Drug-Free Workplace AHA Listing

### Candidate Properties for Demolition and/or Disposition<sup>1</sup> AHA Facilities and / or Land

<b>Facilities Maintenance Shop</b>	749 McDaniel Street <sup>2</sup>
<b>Harland Discovery Teen Center</b>	433 Peebles Street, S.W., Atlanta, GA 30310
<b>North Avenue Warehouse</b>	301 North Avenue <sup>2</sup>
<b>Perry Homes Park</b>	Land Swap
<b>Gilbert Gardens Annex</b>	Land Parcel I.D. Number: 0014-0033-0001-0107-4

<sup>1</sup>The reference to demolition or disposition includes the complete or partial demolition or disposition of the property.

<sup>2</sup> Represents properties that have received demolition approval from HUD  
*North Avenue Warehouse has been demolished.*

### Acquisitions / Land Swaps

#### Harris Homes Revitalization

The properties below were acquired by AHA through a land swap with College Partners, Inc. (CPI) and subsequent condemnations as part of the revitalization of Harris Homes. These properties are also candidates for demolition and/or disposition or will be used to expand AHA's real estate portfolio, provide affordable and/or mixed-income, mixed-use housing opportunities, and support local revitalization initiatives to stabilize local neighborhoods.


Parcel I.D.	Property Address
14-0117-0002-021-5	299 Abbott Street
14-0117-0002-022-3	303 Abbott Street
14-0117-0002-023-1	307 Abbott Street
14-0117-0002-024-9	311 Abbott Street
14-0117-0003-055-2	316 Abbott Street
14-0117-0003-017-2	320 Abbott Street
14-0116-0010-085-1	279-281 Ashby Street
14-0116-0010-086-9	285 Ashby Street
14-0116-0010-119-8	295-299 Ashby Street
14-0117-0003-013	333 Ashby Street
14-0117-0002-029-8	Baldwin Place
14-0117-0002-045-4	Baldwin Street
14-0117-0002-046-2	Baldwin Street
14-0117-0002-030-6	291 Baldwin Street
14-0117-0002-031-4	297 Baldwin Street
14-0117-0002-032-2	303 Baldwin Street

 - Condemned Lots Part of Lot B14 was acquired from CPI at closing and part was acquired by condemnation

## Appendix C: Certification for a Drug-Free Workplace AHA Listing

### Harris Homes Revitalization - *continued*


Parcel I.D.	Property Address
14-0117-0002-028-0	304 Baldwin Place
14-0117-0002-033-0	309 Baldwin Place
14-0117-0002-035-5	315 Baldwin Place
14-0117-0002-027-2	1007 Baldwin Street
14-0117-0002-026	1003 Baldwin Street
14-0117-0002-025-6	993 Baldwin Street
14-0117-0002-036	1027 Baldwin Street
14-0117-0002-037-1	1031 Baldwin Street
14-0117-0002-038-9	1037 Baldwin Street
14-0117-0002-039-7	1041 Baldwin Street
14-0117-0002-040-5	1047 Baldwin Street
14-0117-0002-095-9	1059 Baldwin Street
14-0116-0010-083-6	Frank Street
14-0116-0010-084-4	928-930 Frank Street
14-0116-0010-082-8	936 Frank Street
14-0116-0010-080-2	944 Frank Street
14-0116-0010-079-4	948 Frank Street
14-0116-0010-078-6	952 Frank Street
14-0116-0010-077-8	954 Frank Street
14-0116-0010-076-0	960 Frank Street
14-0116-0010-075-2	964 Frank Street
14-0116-0010-074-5	968 Frank Street
14-0116-0010-109-9	980 Frank Street
14-0117-0003-054-5	325 Joseph E. Lowery Blvd.
14-0116-0010-027-3	Westview Drive
14-0116-0010-093-5	Westview Drive
14-0117-0002-003-3	Westview Drive
14-0117-0003-008-1	Westview Drive
14-0117-0002-017-3	Westview Drive
14-0117-0002-014-0	Westview Drive
14-0117-0003-010-7	926 Westview Drive
14-0117-0003-009-9	930 Westview Drive
14-0116-0010-089-3	931 Westview Drive

 - Condemned Lots Part of Lot B14 was acquired from CPI at closing and part was acquired by condemnation

## Appendix C: Certification for a Drug-Free Workplace AHA Listing

### Harris Homes Revitalization - *continued*

Parcel I.D.	Property Address
14-0116-0010-090-1	935 Westview Drive
14-0117-0003-007-3	938 Westview Drive
14-0116-0010-091-9	939 Westview Drive
14-0117-0003-064-4	940-42 Westview Dr.
14-0116-0010-092-7	943 Westview Drive
14-0117-0003-004-0	944-946 Westview Drive
14-0117-0003-003-2	948 Westview Drive
14-0116-0010-094-3	949 Westview Drive
14-0117-0003-002-4	952 Westview Drive
14-0116-0010-095-0	953 Westview Drive
14-0116-0010-096-8	957 Westview Drive
14-0116-0010-108-1	961 Westview Drive
14-0116-0010-099-2	967 Westview Drive
14-0116-0010-100-8	975 Westview Drive
14-0117-0002-101-5	978 Westview Drive
14-0116-0010-030-7	981 Westview Drive
14-0117-0002-099-1	984 Westview Drive
14-0116-0010-029-9	985 Westview Drive
14-0117-0002-100-7	990 Westview Drive
14-0116-0010-028-1	993 Westview Drive
14-0117-0002-019-9	994 Westview Drive
14-0117-0002-018-1	998 Westview Drive
14-0117-0002-016-5	1006 Westview Drive
14-0117-0002-015-7	1012 Westview Drive
14-0117-0002-013-2	1018 Westview Drive
14-0117-0002-012-4	1020 Westview Drive
14-0117-0002-011-6	1022 Westview Drive
14-0117-0002-010-8	1026 Westview Drive
14-0117-0002-009-0	1030 Westview Drive
14-0117-0002-008-2	1032 Westview Drive
14-0117-0002-007-4	1036 Westview Drive
14-0117-0002-006-6	1040 Westview Drive
14-0117-0002-005-8	1044 Westview Drive
14-0117-0002-004-1	1052-1054 Westview Drive
14-0117-0002-002-5	1056 Westview Drive
14-0117-0002-001-7	1060 Westview Drive

 - Condemned Lots Part of Lot B14 was acquired from CPI at closing and part was acquired by condemnation

## Appendix C: Certification for a Drug-Free Workplace AHA Listing

### Magnolia Park Revitalization

The properties listed below were acquired as part of the Magnolia Park revitalization and are candidates for demolition and/or disposition:

Parcel I.D.	Property Address
14-0110-0004-034-3	875 Booker Washington Drive NW
14-0110-0007-007-6	880 Booker Washington Drive
14-0110-0004-036-8	883 Booker Washington Drive NW
14-0110-0007-004-3	890/892 Booker Washington Drive
14-0110-0009-017-3	Carter Street NW
14-0110-0009-019-9	765 Carter Street
14-0110-0009-018-1	767 Carter Street NW
14-0110-0009-021-5	81 James P Brawley Drive
14-0110-0009-022-3	87 James P Brawley Drive
14-0110-0009-023-1	91 James P Brawley Drive
14-0110-0009-024-9	93 James P Brawley Drive
14-0110-0009-025-6	95 James P Brawley Drive
14-0110-0009-158-5	111 James P Brawley Drive NW
14-0110-0009-003-3	760 Magnolia Street
14-0110-0009-002-5	768 Magnolia Street
14-0110-0007-006-8	886 Magnolia Street
14-0110-0007-056-3	892 Magnolia Street NW
14-0110-0005-089-6	791 Spencer Street NW
14-0110-0005-021-9	797 Spencer Street NW
14-0110-0005-022-7	801 Spencer Street NW
14-0110-0004-059-0	835 Spencer Street
14-0110-0004-060-8	843 Spencer Street NW
14-0110-0004-048-3	847 Spencer Street NW
14-0110-0004-056-6	855 Spencer Street NW
14-0110-0004-057-4	859 Spencer Street NW
14-0110-0004-015-2	883 Spencer Street NW
14-0110-0004-016-0	887 Spencer Street NW
14-0110-0004-018-6*	895 Spencer Street*
14-0110-0005-006-0	804 Thurmond Street NW
14-0110-0004-053-3	834 Thurmond Street
14-0110-0004-054-1	838 Thurmond Street NW
14-0110-0004-061-6	846 Thurmond Street NW
14-0110-0004-064-0	842 Thurmond Street NW
14-0010-0004-062-4	850 Thurmond Street NW

***\*To be acquired 4th Quarter FY 2010***

## **Appendix C: Certification for a Drug-Free Workplace AHA Listing**

### **Carver Homes Revitalization**

The properties listed below were acquired as part of the Carver Homes revitalization and are candidates for demolition and/or disposition:

<b>Parcel I.D.</b>	<b>Property Address</b>
14-0072-0002-031-7	Pryor Road SW
14-0073-LL-008-7	1463 South Pryor Road SW
14-0072-0002-007-7	1569 Pryor Road SW
14-0072-0002-008-5	1599 Pryor Road SW
14-0072-0002-012-7	1623 Pryor Road SW

### **University Homes Revitalization**

The properties listed below were acquired as part of the University Homes revitalization and are candidates for demolition and/or disposition:

<b>Parcel I.D.</b>	<b>Property Address</b>
14-0084-0005-041-9	605-607 Fair Street
14-0084-0005-043-5	615 Fair Street
14-0109-0005-083-2	649 Fair Street
14-0109-0005-082-4	651 Fair Street
14-0109-0005-041	653 Fair Street
14-0084-0005-073-3	655 Fair Street
14-0084-0005-090-6	136 Vine Street
14-0084-0005-091-4	138 Vine Street
14-0084-0005-051-8	140 Vine Street
14-0084-0005-050-0	146 Vine Street
14-0084-0005-049-2	152 Vine Street
14-0084-0005-048-4	158 Vine Street
14-0109-0005-047	162 Vine Street
14-0084-0005-046-8	168 Vine Street
14-0084-0005-044-3	172 Vine Street
14-0084-0005-034-4	175 Walnut Street

## **Appendix C: Certification for a Drug-Free Workplace AHA Listing**

### **Harris Homes Revitalization**

The properties below are additional sites that AHA has acquired as part of the revitalization of Harris Homes. These properties are also candidates for demolition and/or disposition.

<b>Parcel I.D.</b>	<b>Property Address</b>
14-0117-LL-0010	406 Lawton Street
14-0116-0010-058-8	931 Frank Street
14-0116-0010-059-6	937 Frank Street
14-0116-0010-081-0	940 Frank Street
14-0116-0010-060-4	941 Frank Street
14-0116-0010-061-2	945 Frank Street

### **Grady Homes Revitalization**

The properties below are additional sites that AHA has acquired as part of the revitalization of Grady Homes. These properties are also candidates for demolition and/or disposition.

<b>Parcel I.D.</b>	<b>Property Address</b>
14-0045-0006-037-4	380 Decatur Street
14-0046-0010-204-3	15 Hilliard Street
14-0045-0001-059-3	Hilliard Street
14-0045-0001-058-5	20 Hilliard Street
14-0045-0001-029-6*	William Homes Borders Sr. Drive*

***\*To be acquired 4th Quarter FY 2010.***

## Appendix C: Certification for a Drug-Free Workplace AHA Listing

### AHA Sponsored Mixed-Income, Mixed-Finance Communities:

No.	Community	Street Address	City	State	Zip Code
1	Veranda at Auburn Pointe*	115 Hilliard Street	Atlanta,	Georgia	30312
2	Ashley CollegeTown at West End	387 Joseph E. Lowery Boulevard, SW	Atlanta,	Georgia	30310
3	Ashley Courts at Cascade I	1371 Kimberly Way	Atlanta,	Georgia	30331
4	Ashley Courts at Cascade II	1371 Kimberly Way	Atlanta,	Georgia	30331
5	Ashley Courts at Cascade III	1371 Kimberly Way	Atlanta,	Georgia	30331
6	Ashley Terrace at West End	717 Lee Street	Atlanta,	Georgia	30310
7	Capitol Gateway I*	89 Woodward Avenue	Atlanta,	Georgia	30312
8	Capitol Gateway II	89 Woodward Avenue	Atlanta,	Georgia	30312
9	Centennial Place I	526 Centennial Olympic Park Drive	Atlanta,	Georgia	30313
10	Centennial Place II	526 Centennial Olympic Park Drive	Atlanta,	Georgia	30313
11	Centennial Place III	526 Centennial Olympic Park Drive	Atlanta,	Georgia	30313
12	Centennial Place IV	526 Centennial Olympic Park Drive	Atlanta,	Georgia	30313
13	Columbia Commons*	2524 Martin Luther King, Jr. Drive	Atlanta,	Georgia	30311
14	Columbia Creste at West Highlands	1903 Drew Drive	Atlanta,	Georgia	30318
15	Columbia Estates at West Highlands	1710 Noel Street	Atlanta,	Georgia	30318
16	Columbia Grove at West Highlands	1783 Johnson Road	Atlanta,	Georgia	30318
17	Columbia Mechanicsville*	500 McDaniel Street	Atlanta,	Georgia	30312
18	Mechanicsville Senior*	555 McDaniel Street	Atlanta,	Georgia	30312
19	Mechanicsville Crossing*	541 Fulton Street	Atlanta,	Georgia	30312
20	Columbia Mechanicsville Station*	540 Humphries Street	Atlanta,	Georgia	30312
21	Columbia Village**	100 Jessica Avenue	Atlanta,	Georgia	30032
22	Magnolia Park I	60 Paschal Boulevard	Atlanta,	Georgia	30314
23	Magnolia Park II	60 Paschal Boulevard	Atlanta,	Georgia	30314
24	Columbia Park Citi at West Highlands	921 West Moreland Circle	Atlanta,	Georgia	30318
25	The Village at Castleberry Hill I	600 Greensferry Avenue	Atlanta,	Georgia	30314
26	The Village at Castleberry Hill II	600 Greensferry Avenue	Atlanta,	Georgia	30314
27	The Villages at Carver I	174 Moury Avenue	Atlanta,	Georgia	30315
28	The Villages at Carver II	174 Moury Avenue	Atlanta,	Georgia	30315
29	The Villages at Carver III	174 Moury Avenue	Atlanta,	Georgia	30315
30	The Villages at Carver V	174 Moury Avenue	Atlanta,	Georgia	30315
31	Villages of East Lake I	460 East Lake Boulevard	Atlanta,	Georgia	30317
32	Villages of East Lake II	460 East Lake Boulevard	Atlanta,	Georgia	30317
33	Atrium at CollegeTown*	387 Joseph E. Lowery Boulevard	Atlanta,	Georgia	30310
34	The Gardens at CollegeTown	899 Park Street	Atlanta,	Georgia	30310

***\*These properties have PBRA and Annual Contributions Contract (ACC) assisted units.***

***\*\* Each AHA Sponsored Mixed-Income, Mixed-Finance Community is located in Fulton County, except Columbia Village, which is located in DeKalb County.***



## Appendix C: Certification for a Drug-Free Workplace AHA Listing

### Project-Based Rental Assistance (PBRA) Properties:

No.	Community	Street Address	City	State	Zip Code
1	Auburn Glenn	49 Boulevard, SE	Atlanta,	Georgia	30312
2	Campbell Stone Apartments Senior	2911 Pharr Court South NW	Atlanta,	Georgia	30305
3	Columbia at Sylvan Hills	1150 Astor Avenue, SW	Atlanta,	Georgia	30310
4	Columbia Colony Senior	2999 Continental Colony Parkway	Atlanta,	Georgia	30331
5	Columbia Commons**	2524 MLK Jr. Drive	Atlanta,	Georgia	30311
6	Columbia Heritage Senior	1900 Perry Boulevard	Atlanta,	Georgia	30318
7	Columbia High Point Senior	220 Bowen Circle	Atlanta,	Georgia	30315
8	Columbia Senior at Blackshear	14 Meldon Avenue	Atlanta,	Georgia	30315
9	Columbia Senior Residences at Edgewood	1281 Caroline Street	Atlanta,	Georgia	30307
10	Columbia Senior Residences at MLK	350 Main Street	Atlanta,	Georgia	30312
11	Columbia Tower at MLK Village	125 Logan Street	Atlanta,	Georgia	30312
12	Constitution Avenue Apartments	960 Constitution Avenue	Atlanta,	Georgia	30315
13	Crogman School	1093 West Avenue	Atlanta,	Georgia	30312
14	Gateway at Northside Village	370 Northside Drive	Atlanta,	Georgia	30318
15	Gladstone Apartments	545 Burroughs Street – B	Atlanta,	Georgia	30315
16	Hampton Oaks	1955 Ladawn Lane	Atlanta,	Georgia	30318
17	Heritage Green	2891 Springdale Road	Atlanta,	Georgia	30315
18	Heritage Station I (Multi-family)	765 McDaniel Street	Atlanta,	Georgia	30310
19	Heritage Station II (Senior)	765 McDaniel Street	Atlanta,	Georgia	30310
20	The Park at Scott's Crossing	1620 Hollywood Road	Atlanta,	Georgia	30318
21	Pavilion Place	532 Cleveland Avenue	Atlanta,	Georgia	30315
22	The Peaks at MLK	2423 M.L.K., Jr. Drive	Atlanta,	Georgia	30311
23	The Renaissance at Park Place South	240 Amal Drive	Atlanta,	Georgia	30315
24	Highbury Terraces	40 Mount Zion Road	Atlanta,	Georgia	30354
25	GE Towers	490 Glenn Street	Atlanta,	Georgia	30312
26	Veranda at Carver**	217 Thirkeld Avenue	Atlanta,	Georgia	30314
27	Veranda at CollegeTown	372 Legacy Drive	Atlanta,	Georgia	30310
28	Villas Apartments	2905 Third Avenue	Atlanta,	Georgia	30315
29	Woods at Glenrose	50 Mount Zion Road	Atlanta,	Georgia	30354
30	Atrium at CollegeTown**	387 Joseph E. Lowery Blvd	Atlanta,	Georgia	30310
31	Avalon Park Family	2798 Peek Road	Atlanta,	Georgia	30318
32	Avalon Park Senior	2748 Donald Lee Hollowell Pkwy	Atlanta,	Georgia	30318
33	Avalon Ridge	183 Mt. Zion Road	Atlanta,	Georgia	30312
34	Capitol Gateway**	89 Woodward Avenue	Atlanta,	Georgia	30312
35	Columbia Mechanicsville**	500 McDaniel Street	Atlanta,	Georgia	30312
36	Columbia Mechanicsville Senior**	555 McDaniel Street	Atlanta,	Georgia	30312
37	First Step	1250 Donnelly Avenue	Atlanta,	Georgia	30310
38	Park Commons HFOP	200 Peyton Road	Atlanta,	Georgia	30311
39	Park Commons HFS	150 Peyton Road	Atlanta,	Georgia	30311
40	Seven Courts	2800 MLK Jr. Drive	Atlanta,	Georgia	30311

**\*\*These properties have PBRA and Annual Contributions Contract (ACC) assisted units.**

<sup>1</sup>As of April 10, 2009, these PBRA properties are under construction.

## Appendix C: Certification for a Drug-Free Workplace AHA Listing

### Project-Based Rental Assistance (PBRA) Properties: *continued*

No.	Community	Street Address	City	State	Zip Code
41	Veranda at Auburn Pointe**	372 Legacy Drive	Atlanta,	Georgia	30310
42	Adamsville Green <sup>1</sup>	3537 MLK Drive	Atlanta,	Georgia	30331
43	Arcadia at Parkway Village <sup>1</sup>	South Fulton Parkway	Atlanta,	Georgia	30213
44	Ashton Browns Mill <sup>1</sup>	500 Cleveland Avenue	Atlanta,	Georgia	30354
45	Mechanicsville Crossing <sup>1**</sup>	505 Fulton Street	Atlanta,	Georgia	30312
46	Mechanicsville Station <sup>1**</sup>	512 Fulton Street	Atlanta,	Georgia	30312
47	Legacy at Walton Lakes <sup>1</sup>	4725 Walton Crossing,	Atlanta,	Georgia	30331
48	Welcome House <sup>1</sup>	234 Memorial Drive, SW	Atlanta,	Georgia	30303
49	Woodbridge at Parkway Village <sup>1</sup>	Southwood and Thompson Road	Fairburn	Georgia	30213

**\*\*These properties have PBRA and Annual Contributions Contract (ACC) assisted units.**

<sup>1</sup>As of April 10, 2009, these PBRA properties are under construction.

#### AHA Corporate Office:

***The Housing Authority of the City of Atlanta, Georgia***

230 John Wesley Dobbs Avenue, NE  
Atlanta, Georgia 30303

#### Additional AHA Facilities:

***University Homes Roosevelt Administration Building***

676 Fair Street  
Atlanta, Georgia

***Cupola Building, Centennial Place***

560 Centennial Olympic Park  
Atlanta, Georgia

***Zell Miller Building***

528 Merritts Avenue  
Atlanta, Georgia

## APPENDIX D

## Appendix D: AHA Sponsored Mixed-Income Communities

### Mixed-Use, Mixed-Income Communities *Under Various Stages of Development*

- |   |  |
|---|--|
| 1. Ashley CollegeTown                           | 18. Villages at Carver II              |
| 2. Ashley Courts at Cascade I                   | 19. Villages at Caver III              |
| 3. Ashley Courts at Cascade II                  | 20. Villages at Carver V               |
| 4. Ashley Courts at Cascade III                 | 21. Villages of East Lake I            |
| 5. Ashley Terrace at West End                   | 22. Villages of East Lake II           |
| 6. Atrium at CollegeTown                        | 23. Centennial Place I                 |
| 7. Capitol Gateway I                            | 24. Centennial Place II                |
| 8. Capital Gateway II                           | 25. Centennial Place III               |
| 9. Columbia Senior Residences at Mechanicsville | 26. Centennial Place IV                |
| 10. Columbia Village                            | 27. Columbia Commons                   |
| 11. Gardens at CollegeTown                      | 28. Columbia Creste                    |
| 12. Magnolia Park I                             | 29. Columbia Estates                   |
| 13. Magnolia Park II                            | 30. Columbia Grove                     |
| 14. Veranda at Auburn Pointe                    | 31. Columbia Park Citi                 |
| 15. The Village at Castleberry Hill I           | 32. Columbia Mechanicsville Apartments |
| 16. The Village at Castleberry Hill II          | 33. Mechanicsville Crossing            |
| 17. Villages at Carver I                        | 34. Mechanicsville Station             |

# APPENDIX E

## Appendix E: HUD Project Numbers for AHA-Owned Properties and Communities

### AHA-Owned Residential Properties

HUD Project Numbers	Family Communities*	Vacant and in Various Stages of Demolition Process
GA0060280	Bankhead Courts	✓
GA0060120	Bowen Homes	✓
GA0060230	Englewood Manor	✓
GA00600592	Herndon Homes	✓
GA0060200	Hollywood Courts	✓
GA0060320	Jonesboro North	✓
GA0060310	Jonesboro South	✓
GA0060560	Martin Street Plaza	
GA0060170	Thomasville Heights	✓
GA0060100	University Apartments	✓
GA0060240	U-Rescue Villa	✓
GA0060440	Westminster	

HUD Project Numbers	Elderly/Disabled Communities	Vacant and in Various Stages of Demolition Process
GA0060110	Antoine Graves Highrise	✓
GA0060540	Barge Road Highrise	
GA0060470	Cheshire Bridge Road Highrise	
GA0060241	Cosby Spear Highrise	
GA0060300	East Lake Highrise	
GA0060250	Georgia Avenue Highrise	
GA0060260	Antoine Graves Annex Highrise	✓
GA0060530	Hightower Manor Highrise	
GA0060430	Juniper and Tenth Highrise	
GA0060520	Marian Road Highrise	
GA0060580	Marietta Road Highrise	
GA0060160	M.L. King Tower Highrise	✓
GA0060140	Palmer House Highrise	✓
GA0060450	Peachtree Road Highrise	
GA0060480	Piedmont Road Highrise	
GA0060270	Roosevelt House Highrise	✓

**\* Leila Valley was removed from the Public Information Center (PIC)**

## Appendix E: HUD Project Numbers for AHA-Owned Properties and Communities

### AHA-Sponsored Mixed-Income Communities<sup>1</sup>

HUD Project Number	Mixed-Income Communities
GA006093	Ashley CollegeTown
GA006083	Ashley Courts at Cascade I
GA006087	Ashley Courts at Cascade II
GA006090	Ashley Courts at Cascade III
GA006084	Ashley Terrace at West End
GA06P006104	Veranda at Auburn Pointe
GA006097	Capitol Gateway I
GA006099	Capitol Gateway II
GA006077A	Centennial Place I
GA006077B	Centennial Place II
GA006077C	Centennial Place III
GA006077D	Centennial Place IV
GA006100	Columbia at Mechanicsville Apartments
GA006101	Columbia Senior Residences at Mechanicsville
GA006092	Columbia Commons
GA006081	Columbia Village
GA006082	Magnolia Park I
GA006086	Magnolia Park II
GA006080	The Village at Castleberry Hill I
GA006061	The Village at Castleberry Hill II
GA006085	The Villages at Carver I
GA006091	The Villages at Carver II
GA006088	The Villages at Carver III
GA006102	The Villages at Carver V
GA006065	Villages of East Lake I
GA006078	Villages of East Lake II
GA006089	Columbia Estates at West Highlands
GA006096	Columbia Grove at West Highlands
GA006094	Columbia Park Citi at West Highlands
GA006095	Columbia Creste at West Highlands
GA06P006103	Atrium at CollegeTown
GA06P006107	The Gardens at CollegeTown
GA06P006105	Mechanicsville Crossing
GA06P006106	Mechanicsville Station

<sup>1</sup>*Veranda at CollegeTown and Veranda at Carver are omitted from this list. Each property does not have public housing units and, thus, are not assigned HUD Project Numbers.*

## Appendix E: HUD Project Numbers for AHA-Owned Properties and Communities

### AHA Properties

HUD Project Number	Property	Status Update
GA006016 / GA006051	Facilities Maintenance Shop (568 Humphries Street)	Now part of a HOPE VI development
GA006060 / GA006051	Facilities Maintenance Shop (749 McDaniel Street)	Demolition or Disposition Plans for FY 2011
GA006016	Fulton Street/McDaniel Glenn Vacant Property	
GA006033	Gilbert Gardens Annex	Demolished; Vacant
GA006002	John Hope Model Building	Demolished; Now a Park
GA006002	North Avenue Warehouse (301 North Avenue)	Demolished



## APPENDIX F

## Appendix F: Candidate Communities or Properties for Demolition, Disposition, Innovative Subsidy Strategies, Rent Restructuring and/or Other Repositioning Activities

### Candidate Communities for Demolition, Disposition, Innovative Subsidy Strategies, Rent Restructuring and/or Other Repositioning Activities

**Demolition or Disposition** includes the complete or partial demolition or disposition of the community.

QLI Impacted Communities*	
Type of Community	Community Name
Highrise	Palmer House
Highrise	Roosevelt House
Family	Bankhead Courts
Family	Bowen Homes
Family	Englewood Manor
Family	Herndon Homes
Family	Hollywood Courts
Family	Leila Valley <sup>1</sup>
Family	Jonesboro South <sup>2</sup>
Family	Jonesboro North <sup>2</sup>
Family	Thomasville Heights
Family	U-Rescue Villa <sup>2</sup>

\* **NOTE:** These communities are all vacant and all but Palmer and Roosevelt are currently being demolished. Palmer and Roosevelt demolition should be June 2010.

AHA - Owned Residential Properties	
Type of Community	Community Name
Highrise	Barge Road
Highrise	Cheshire Bridge Road
Highrise	Cosby Spear
Highrise	East Lake
Highrise	Georgia Avenue
Highrise	Hightower Manor
Highrise	Juniper & Tenth
Highrise	Marian Road
Highrise	Marietta Road
Highrise	Peachtree Road
Highrise	Piedmont Road
Family	Martin Street Plaza
Family	Westminster

**High Rise Communities** include associated non-residential structures, including community centers.

**Family Communities** include associated non-residential structures, including community centers.

<sup>1</sup>Removed from the Public Information Center (PIC).

<sup>2</sup>Demolition is complete for these properties. AHA has requested that these properties be removed from PIC.

## Appendix F: Candidate Communities or Properties for Demolition, Disposition, Innovative Subsidy Strategies, Rent Restructuring and/or Other Repositioning Activities

### Candidate Communities for Demolition, Disposition, Innovative Subsidy Strategies, Rent Restructuring and/or Other Repositioning Activities *(continued)*

*Demolition or Disposition* includes the complete or partial demolition or disposition of the community.

Revitalization Impacted Communities	
Type of Community	Community Name
Highrise	Antoine Graves
Highrise	Antoine Graves Annex
Highrise	M.L. King Tower
Family	Capitol Homes
Family	Carver Homes
Family	Grady Homes
Family	Harris Homes
Highrise	John O. Chiles
Midrise	John O. Chiles Annex
Family	McDaniel Glenn
Family	Perry Homes
Family	University Homes

*Communities in the Active Redevelopment Process* include master planning, resident relocation, demolition, disposition, construction, and lease-up.

**High Rise Communities** include associated non-residential structures, including community centers.

**Family Communities** include associated non-residential structures, including community centers.

**NOTE:** *John O. Chiles and the Annex have been completely rehabilitated, reoccupied and fully operational; therefore, they have been omitted from this chart for FY 2011. The John O. Chiles building is now Senior-Only and is called The Atrium at CollegeTown. The Annex building is for mentally and developmentally disabled residents and is now called The Gardens at CollegeTown.*

## Appendix F: Candidate Communities or Properties for Demolition, Disposition, Innovative Subsidy Strategies, Rent Restructuring and/or Other Repositioning Activities

### Candidate Communities<sup>1</sup> for Disposition and/or Rent Restructuring

AHA Sponsored Mixed-Income Communities	
Veranda at Auburn Pointe	Mechanicsville Senior
Ashley CollegeTown at West End	Mechanicsville Crossing
Ashley Courts at Cascade I	Mechanicsville Station
Ashley Courts at Cascade II	Columbia Village
Ashley Courts at Cascade III	Magnolia Park I
Ashley Terrace at West End	Magnolia Park II
Capitol Gateway I	Columbia Park Citi at West Highlands
Capitol Gateway II	The Village at Castleberry Hill I
Centennial Place I	The Village at Castleberry Hill II
Centennial Place II	The Villages at Carver I
Centennial Place III	The Villages at Carver II
Centennial Place IV	The Villages at Carver III
Columbia Commons	The Villages at Carver V
Columbia Creste at West Highlands	Villages of East Lake I
Columbia Estates at West Highlands	Villages of East Lake II
Columbia Grove at West Highlands	Atrium at CollegeTown
Columbia Mechanicsville	The Gardens at CollegeTown

<sup>1</sup>*Communities all have Annual Contributions Contract (ACC) units and are subject to disposition scenarios as detailed under the Reformulating the Subsidy Arrangement in AHA-Sponsored Mixed-Income, Mixed-Finance Communities supporting activity (please see Asset Management section of the FY 2011 Implementation Plan).*

## Appendix F: Candidate Communities or Properties for Demolition, Disposition, Innovative Subsidy Strategies, Rent Restructuring and/or Other Repositioning Activities

### Candidate Properties for Demolition and/or Disposition<sup>1</sup> AHA Facilities and / or Land

<b>Facilities Maintenance Shop</b>	749 McDaniel Street <sup>2</sup>
<b>Harland Discovery Teen Center</b>	433 Peebles Street, S.W., Atlanta, GA 30310
<b>North Avenue Warehouse</b>	301 North Avenue <sup>2</sup>
<b>Perry Homes Park</b>	Land Swap
<b>Gilbert Gardens Annex</b>	Land Parcel I.D. Number: 0014-0033-0001-0107-4

<sup>1</sup>The reference to demolition or disposition includes the complete or partial demolition or disposition of the property.

<sup>2</sup> Represents properties that have received demolition approval from HUD  
*North Avenue Warehouse has been demolished.*

### Acquisitions / Land Swaps

#### Harris Homes Revitalization

The properties below were acquired by AHA through a land swap with College Partners, Inc. (CPI) and subsequent condemnations as part of the revitalization of Harris Homes. These properties are also candidates for demolition and/or disposition or will be used to expand AHA's real estate portfolio, provide affordable and/or mixed-income, mixed-use housing opportunities, and support local revitalization initiatives to stabilize local neighborhoods.

Parcel I.D.	Property Address
14-0117-0002-021-5	299 Abbott Street
14-0117-0002-022-3	303 Abbott Street
14-0117-0002-023-1	307 Abbott Street
14-0117-0002-024-9	311 Abbott Street
14-0117-0003-055-2	316 Abbott Street
14-0117-0003-017-2	320 Abbott Street
14-0116-0010-085-1	279-281 Ashby Street
14-0116-0010-086-9	285 Ashby Street
14-0116-0010-119-8	295–299 Ashby Street
14-0117-0003-013	333 Ashby Street
14-0117-0002-029-8	Baldwin Place
14-0117-0002-045-4	Baldwin Street
14-0117-0002-046-2	Baldwin Street
14-0117-0002-030-6	291 Baldwin Street
14-0117-0002-031-4	297 Baldwin Street
14-0117-0002-032-2	303 Baldwin Street

 - Condemned Lots Part of Lot B14 was acquired from CPI at closing and part was acquired by condemnation

## Appendix F: Candidate Communities or Properties for Demolition, Disposition, Innovative Subsidy Strategies, Rent Restructuring and/or Other Repositioning Activities


### Harris Homes Revitalization - *continued*

Parcel I.D.	Property Address
14-0117-0002-028-0	304 Baldwin Place
14-0117-0002-033-0	309 Baldwin Place
14-0117-0002-035-5	315 Baldwin Place
14-0117-0002-027-2	1007 Baldwin Street
14-0117-0002-026	1003 Baldwin Street
14-0117-0002-025-6	993 Baldwin Street
14-0117-0002-036	1027 Baldwin Street
14-0117-0002-037-1	1031 Baldwin Street
14-0117-0002-038-9	1037 Baldwin Street
14-0117-0002-039-7	1041 Baldwin Street
14-0117-0002-040-5	1047 Baldwin Street
14-0117-0002-095-9	1059 Baldwin Street
14-0116-0010-083-6	Frank Street
14-0116-0010-084-4	928-930 Frank Street
14-0116-0010-082-8	936 Frank Street
14-0116-0010-080-2	944 Frank Street
14-0116-0010-079-4	948 Frank Street
14-0116-0010-078-6	952 Frank Street
14-0116-0010-077-8	954 Frank Street
14-0116-0010-076-0	960 Frank Street
14-0116-0010-075-2	964 Frank Street
14-0116-0010-074-5	968 Frank Street
14-0116-0010-109-9	980 Frank Street
14-0117-0003-054-5	325 Joseph E. Lowery Blvd.
14-0116-0010-027-3	Westview Drive
14-0116-0010-093-5	Westview Drive
14-0117-0002-003-3	Westview Drive
14-0117-0003-008-1	Westview Drive
14-0117-0002-017-3	Westview Drive
14-0117-0002-014-0	Westview Drive
14-0117-0003-010-7	926 Westview Drive
14-0117-0003-009-9	930 Westview Drive
14-0116-0010-089-3	931 Westview Drive

     - Condemned Lots Part of Lot B14 was acquired from CPI at closing and part was acquired by condemnation

**Appendix F: Candidate Communities or Properties for Demolition, Disposition, Innovative  
Subsidy Strategies, Rent Restructuring and/or Other Repositioning Activities  
Harris Homes Revitalization - *continued***

Parcel I.D.	Property Address
14-0116-0010-090-1	935 Westview Drive
14-0117-0003-007-3	938 Westview Drive
14-0116-0010-091-9	939 Westview Drive
14-0117-0003-064-4	940-42 Westview Dr.
14-0116-0010-092-7	943 Westview Drive
14-0117-0003-004-0	944-946 Westview Drive
14-0117-0003-003-2	948 Westview Drive
14-0116-0010-094-3	949 Westview Drive
14-0117-0003-002-4	952 Westview Drive
14-0116-0010-095-0	953 Westview Drive
14-0116-0010-096-8	957 Westview Drive
14-0116-0010-108-1	961 Westview Drive
14-0116-0010-099-2	967 Westview Drive
14-0116-0010-100-8	975 Westview Drive
14-0117-0002-101-5	978 Westview Drive
14-0116-0010-030-7	981 Westview Drive
14-0117-0002-099-1	984 Westview Drive
14-0116-0010-029-9	985 Westview Drive
14-0117-0002-100-7	990 Westview Drive
14-0116-0010-028-1	993 Westview Drive
14-0117-0002-019-9	994 Westview Drive
14-0117-0002-018-1	998 Westview Drive
14-0117-0002-016-5	1006 Westview Drive
14-0117-0002-015-7	1012 Westview Drive
14-0117-0002-013-2	1018 Westview Drive
14-0117-0002-012-4	1020 Westview Drive
14-0117-0002-011-6	1022 Westview Drive
14-0117-0002-010-8	1026 Westview Drive
14-0117-0002-009-0	1030 Westview Drive
14-0117-0002-008-2	1032 Westview Drive
14-0117-0002-007-4	1036 Westview Drive
14-0117-0002-006-6	1040 Westview Drive
14-0117-0002-005-8	1044 Westview Drive
14-0117-0002-004-1	1052-1054 Westview Drive
14-0117-0002-002-5	1056 Westview Drive
14-0117-0002-001-7	1060 Westview Drive

 - Condemned Lots Part of Lot B14 was acquired from CPI at closing and part was acquired by condemnation

## Appendix F: Candidate Communities or Properties for Demolition, Disposition, Innovative Subsidy Strategies, Rent Restructuring and/or Other Repositioning Activities

### Magnolia Park Revitalization

The properties listed below were acquired as part of the Magnolia Park revitalization and are candidates for demolition and/or disposition:

Parcel I.D.	Property Address
14-0110-0004-034-3	875 Booker Washington Drive NW
14-0110-0007-007-6	880 Booker Washington Drive
14-0110-0004-036-8	883 Booker Washington Drive NW
14-0110-0007-004-3	890/892 Booker Washington Drive
14-0110-0009-017-3	Carter Street NW
14-0110-0009-019-9	765 Carter Street
14-0110-0009-018-1	767 Carter Street NW
14-0110-0009-021-5	81 James P Brawley Drive
14-0110-0009-022-3	87 James P Brawley Drive
14-0110-0009-023-1	91 James P Brawley Drive
14-0110-0009-024-9	93 James P Brawley Drive
14-0110-0009-025-6	95 James P Brawley Drive
14-0110-0009-158-5	111 James P Brawley Drive NW
14-0110-0009-003-3	760 Magnolia Street
14-0110-0009-002-5	768 Magnolia Street
14-0110-0007-006-8	886 Magnolia Street
14-0110-0007-056-3	892 Magnolia Street NW
14-0110-0005-089-6	791 Spencer Street NW
14-0110-0005-021-9	797 Spencer Street NW
14-0110-0005-022-7	801 Spencer Street NW
14-0110-0004-059-0	835 Spencer Street
14-0110-0004-060-8	843 Spencer Street NW
14-0110-0004-048-3	847 Spencer Street NW
14-0110-0004-056-6	855 Spencer Street NW
14-0110-0004-057-4	859 Spencer Street NW
14-0110-0004-015-2	883 Spencer Street NW
14-0110-0004-016-0	887 Spencer Street NW
14-0110-0004-018-6*	895 Spencer Street*
14-0110-0005-006-0	804 Thurmond Street NW
14-0110-0004-053-3	834 Thurmond Street
14-0110-0004-054-1	838 Thurmond Street NW
14-0110-0004-061-6	846 Thurmond Street NW
14-0110-0004-064-0	842 Thurmond Street NW
14-0010-0004-062-4	850 Thurmond Street NW

***\*To be acquired 4th Quarter FY 2010***



## **Appendix F: Candidate Communities or Properties for Demolition, Disposition, Innovative Subsidy Strategies, Rent Restructuring and/or Other Repositioning Activities**

### **Carver Homes Revitalization**

The properties listed below were acquired as part of the Carver Homes revitalization and are candidates for demolition and/or disposition:

<b>Parcel I.D.</b>	<b>Property Address</b>
14-0072-0002-031-7	Pryor Road SW
14-0073-LL-008-7	1463 South Pryor Road SW
14-0072-0002-007-7	1569 Pryor Road SW
14-0072-0002-008-5	1599 Pryor Road SW
14-0072-0002-012-7	1623 Pryor Road SW

### **University Homes Revitalization**

The properties listed below were acquired as part of the University Homes revitalization and are candidates for demolition and/or disposition:

<b>Parcel I.D.</b>	<b>Property Address</b>
14-0084-0005-041-9	605-607 Fair Street
14-0084-0005-043-5	615 Fair Street
14-0109-0005-083-2	649 Fair Street
14-0109-0005-082-4	651 Fair Street
14-0109-0005-041	653 Fair Street
14-0084-0005-073-3	655 Fair Street
14-0084-0005-090-6	136 Vine Street
14-0084-0005-091-4	138 Vine Street
14-0084-0005-051-8	140 Vine Street
14-0084-0005-050-0	146 Vine Street
14-0084-0005-049-2	152 Vine Street
14-0084-0005-048-4	158 Vine Street
14-0109-0005-047	162 Vine Street
14-0084-0005-046-8	168 Vine Street
14-0084-0005-044-3	172 Vine Street
14-0084-0005-034-4	175 Walnut Street

## **Appendix F: Candidate Communities or Properties for Demolition, Disposition, Innovative Subsidy Strategies, Rent Restructuring and/or Other Repositioning Activities**

### **Harris Homes Revitalization**

The properties below are additional sites that AHA has acquired as part of the revitalization of Harris Homes. These properties are also candidates for demolition and/or disposition.

<b>Parcel I.D.</b>	<b>Property Address</b>
14-0117-LL-0010	406 Lawton Street
14-0116-0010-058-8	931 Frank Street
14-0116-0010-059-6	937 Frank Street
14-0116-0010-081-0	940 Frank Street
14-0116-0010-060-4	941 Frank Street
14-0116-0010-061-2	945 Frank Street

### **Grady Homes Revitalization**

The properties below are additional sites that AHA has acquired as part of the revitalization of Grady Homes. These properties are also candidates for demolition and/or disposition.

<b>Parcel I.D.</b>	<b>Property Address</b>
14-0045-0006-037-4	380 Decatur Street
14-0046-0010-204-3	15 Hilliard Street
14-0045-0001-059-3	Hilliard Street
14-0045-0001-058-5	20 Hilliard Street
14-0045-0001-029-6*	William Homes Borders Sr. Drive*

***\*To be acquired 4th Quarter FY 2010.***

# APPENDIX G

## **Appendix G: Candidate Communities for Permanent Percentage - Based, Elderly, Disabled, or Non-Elderly Disabled Designations**

### **AHA – Owned Residential Properties**

Barge Road Highrise	Juniper and Tenth Highrise
Cheshire Bridge Road Highrise	Marian Road Highrise
Cosby Spear Highrise	Marietta Road Highrise
East Lake Highrise	Martin Street Plaza
Georgia Avenue Highrise	Peachtree Road Highrise
Hightower Manor Highrise	Piedmont Road Highrise
Westminster	

#### **Additional Communities:**

AHA and its private sector development partners will designate public housing assisted units in certain facilities to be constructed as part of AHA-sponsored community revitalizations as Elderly Only, Disabled Only, and Non-Elderly Disabled Only. These will be mixed-finance facilities where public housing operating subsidy will be used for a percentage of the units. These newly constructed facilities will be identified intermittently through the development and master planning process.

# APPENDIX H

## Appendix H: Management Information for Owned / Managed Units and Assisted Units at Mixed-Income Communities

### Occupancy Rates

Average Adjusted Occupancy Rate: AHA met the target average adjusted occupancy rate benchmark of 98 percent as of June 30, 2009. The occupancy rate is a combined adjusted average for AHA-Owned Residential Properties and public housing assisted units at AHA-sponsored mixed-income communities. Table H-1 illustrates this combined average as well as the adjusted occupancy rates for each AHA-Owned Residential Property as well as the public housing assisted units at each of the mixed-income communities sponsored by AHA.

*NOTE: In accordance with HUD guidelines, the adjusted occupancy rate takes into account the following types of units that are not included for purposes of the calculation: essential employee units, approved units kept out of occupancy for use by service providers or resident associations, units assigned to police officers, vacant units in communities that have been approved for demolition or disposition, fire damaged units which are the subject of insurance settlements, units that are part of an approved modernization project or units that are vacant due to litigation.*

Issues and Proposed Actions: AHA completed relocation of all residents at Herndon Homes, Hollywood Courts, Thomasville Heights, Palmer House Highrise and Roosevelt House Highrise during FY10 and these properties are now in different stages of demolition. These properties will be removed from the reports below in future submissions. During FY 2010 AHA continued to lease units at the 13 remaining AHA-Owned Residential Properties and had no issues with meeting or exceeding occupancy rate benchmark.

Each of the subject AHA-sponsored mixed-income, multi-family rental communities, developed as a result of public-private partnerships, is owned by a private sector owner entity formed as a limited partnership with a managing general partner, and are managed by the owner entity's professional property management company.

A combination of factors impacting occupancy rates at the referenced communities included higher than anticipated tenant move-outs; delayed unit turnover due to ineligible applicants and applicants failing to respond to vacancy notifications; opening and closing of site-based waiting list; and units taken off-line for UFAS improvements in connection with AHA's Voluntary Compliance Agreement.

**Appendix H: Management Information for Owned / Managed Units and Assisted Units at  
Mixed-Income Communities**

**Occupancy Rates *continued***

With respect to AHA's relationship management strategy, which engages the respective owner entities and their property management companies, Portfolio Managers in AHA's Asset Management Division actively monitor performance measures by reviewing monthly and quarterly reports, making site visits and consulting with management agent representatives with respect to management performance, financial oversight, physical condition, policy and occupancy training.

Target Average Adjusted Occupancy: AHA's occupancy rate for FY 2011 should cumulatively be at or above the 98 percent benchmark for annual performance.

**Appendix H: Management Information for Owned / Managed Units and Assisted Units at  
Mixed-Income Communities**

<b>H - 1 Public Housing Assisted Units – Occupancy Rates<sup>1</sup></b>			
<b>Program / Community Type</b>	<b>Target</b>	<b>Percentage of Occupancy Level</b>	<b>Difference</b>
<b>Highrise</b>			
Barge Road	98%	100%	2.0%
Cheshire Bridge Road	98%	99.4%	1.4%
Cosby Spear	98%	99.6%	1.6%
East Lake	98%	99.3%	1.3%
Georgia Avenue	98%	100%	2.0%
Hightower Manor	98%	99.2%	1.2%
Juniper and Tenth	98%	98.6%	0.6%
Marian Road	98%	100%	2.0%
Marietta Road	98%	98.4%	0.4%
Palmer House	98%	100%	2.0%
Peachtree Road	98%	100%	2.0%
Piedmont Road	98%	100%	2.0%
Roosevelt House	98%	100%	2.0%
<b>High-Rise Totals</b>	<b>98%</b>	<b>99.6%</b>	<b>1.6%</b>
<b>Family</b>			
Herndon Homes	98%	100%	2%
Hollywood Courts	98%	100%	2%
Martin Street Plaza	98%	98.3%	0%
Thomasville Heights	98%	100%	2%
Westminster	98%	100%	2%
<b>Family Totals</b>	<b>98%</b>	<b>99.7%</b>	<b>1.7%</b>
<b>Mixed-Income</b>			
Ashley CollegeTown	98%	100%	2.0%
Ashley Courts at Cascade I	98%	97.8%	0.2%
Ashley Courts at Cascade II	98%	87.8%	-10.2%
Ashley Courts at Cascade III	98%	79.3%	-18.7%
Ashley Terrace at West End	98%	97.1%	-0.9%
Atrium at CollegeTown	98%	100%	2.0%
Capital Gateway I	98%	98.9%	0.9%
Capital Gateway II	98%	100%	2.0%
Centennial Place I	98%	98.6%	0.6%
Centennial Place II	98%	95.7%	-2.3%
Centennial Place III	98%	89.2%	-8.8%
Centennial Place IV	98%	91.6%	-6.4%
Columbia Creste (West Highlands)	98%	93.4%	-4.6%
Columbia Estates (West Highlands)	98%	100%	2.0%
Columbia Commons	98%	85.4%	-12.6%
Columbia Grove	98%	94.6%	-3.4%

<sup>1</sup>This data reflects occupancy rates as of June 30, 2009



**Appendix H: Management Information for Owned / Managed Units and Assisted Units at  
Mixed-Income Communities**

<b>H - 1 Public Housing Assisted Units – Occupancy Rates<sup>1</sup></b>			
<b>Program / Community Type</b>	<b>Target</b>	<b>Percentage of Occupancy Level</b>	<b>Difference</b>
<i>Mixed-Income - continued</i>			
Columbia Mechanicsville (Family)	98%	100%	2.0%
Columbia Mechanicsville (Senior)	98%	100%	2.0%
Columbia Park Citi (West Highlands)	98%	98.4%	0.4%
Columbia Village	98%	100%	2.0%
Magnolia Park I	98%	98.9%	0.9%
Magnolia Park II	98%	98.6%	0.6%
Veranda at Auburn Pointe	98%	100%	2.0%
The Villages at Carver I	98%	97.3%	-0.7%
The Villages at Carver II	98%	97.0%	-1.0%
The Villages at Carver III	98%	94.4%	-3.6%
The Villages at Carver V	98%	92.5%	-5.5%
Villages at Castleberry I	98%	100%	2.0%
Villages at Castleberry II	98%	100%	2.0%
Villages of East Lake I	98%	97.8%	-0.2%
Villages of East Lake II	98%	98.9%	0.9%
<b>Mixed-Income Totals</b>	<b>98%</b>	<b>96.2%</b>	<b>-1.8%</b>
<b>PHA TOTAL</b>	<b>98%</b>	<b>97.5%</b>	<b>-0.5%</b>

<sup>1</sup>This data reflects occupancy rates as of June 30, 2009

**Appendix H: Management Information for Owned / Managed Units and Assisted Units at  
Mixed-Income Communities**

**Rent Collections**

Average Percentage of Uncollected Rents: AHA's average percentage of uncollected rents was two percent as of June 30, 2009. The percentages of uncollected rents for each AHA-Owned Residential Property and for the public housing assisted units at each mixed-income community sponsored by AHA are set forth in Table H-2.

Issues and Proposed Actions: The collective percentage met the target percentage for this benchmark. All of the AHA-Owned Residential Properties were well below the 2% benchmark for FY2010 and AHA does not foresee any issues that will keep the properties from performing equally well in collecting rent during FY 2011. Most of the residents in the AHA-Owned Residential properties are elderly or disabled who receive fixed incomes that are not affected by the current difficult economic conditions.

Each of the subject AHA-sponsored mixed-income, multi-family rental communities, developed as a result of public-private partnerships, is owned by a private sector owner entity formed as a limited partnership with a managing general partner, and are managed by the owner entity's professional property management company.

A combination of factors impacting rent collections at the referenced communities included management reorganization and staff turnover; evictions due to non-payment of rent; and retroactive reporting of rent receipts.

Target Projection for Percentage of Uncollected Rents: AHA anticipates the average percentage of uncollected rents will be at or below the two percent benchmark for FY 2011.

**Appendix H: Management Information for Owned / Managed Units and Assisted Units at  
Mixed-Income Communities**

<b>H - 2 Public Housing Assisted Units - % Uncollected Rents</b>			
<b>Program / Community Type</b>	<b>Target</b>	<b>Percentage of Rents Uncollected</b>	<b>Difference</b>
<b>High-Rise</b>			
Barge Road	2%	0.1%	-2%
Cheshire Bridge Road	2%	0.0%	-2%
Cosby Spear	2%	0.1%	-2%
East Lake	2%	0.1%	-2%
Georgia Avenue	2%	0.1%	-2%
Hightower Manor	2%	0.0%	-2%
Juniper and Tenth	2%	0.0%	-2%
Marian Road	2%	0.0%	-2%
Marietta Road	2%	0.3%	-2%
Palmer House	2%	0.1%	-2%
Peachtree Road	2%	0.1%	-2%
Piedmont Road	2%	0.0%	-2%
Roosevelt House	2%	0.1%	-2%
<b>High-Rise Totals</b>	<b>2%</b>	<b>0.1%</b>	<b>-1.9%</b>
<b>Family</b>			
Herndon Homes	2%	0.1%	-2%
Hollywood Courts	2%	0.3%	-2%
Martin Street Plaza	2%	0.6%	-1%
Thomasville Heights	2%	0.1%	-2%
Westminster	2%	1.2%	-1%
<b>Family Totals</b>	<b>2%</b>	<b>0.5%</b>	<b>-1.5%</b>
<b>Mixed-Income</b>			
Ashley Collegetown	2%	0.0%	0.0%
Ashley Courts at Cascade I	2%	5.7%	3.7%
Ashley Courts at Cascade II	2%	12.7%	10.7%
Ashley Courts at Cascade III	2%	2.4%	0.4%
Ashley Terrace at West End	2%	0.0%	-2.0%
Atrium at Collegetown	2%	0.0%	-2.0%
Capital Gateway I	2%	0.8%	-1.2%
Capital Gateway II	2%	2.2%	0.2%
Centennial Place I	2%	-0.7%	-2.7%
Centennial Place II	2%	-0.2%	-2.2%
Centennial Place III	2%	-2.5%	-4.5%
Centennial Place IV	2%	-1.8%	-3.8%
Columbia Creste (West Highlands)	2%	0.8%	-1.2%
Columbia Estates (West Highlands)	2%	0.6%	-1.4%
Columbia Commons	2%	2.2%	0.2%

<sup>2</sup>**This data reflects the percentage of uncollected rents as of June 30, 2009**

**Appendix H: Management Information for Owned / Managed Units and Assisted Units at  
Mixed-Income Communities**

H - 2 Public Housing Assisted Units - % Uncollected Rents			
Program / Community Type	Target	Percentage of Rents Uncollected	Difference
<b>Mixed-Income – <i>continued</i></b>			
Columbia Grove	2%	0.5%	-1.5%
Columbia Mechanicsville (Family)	2%	-0.5%	-2.5%
Columbia Mechanicsville (Senior)	2%	5.7%	3.7%
Columbia Park Citi (West Highlands)	2%	12.5%	10.5%
Columbia Village	2%	1.0%	-1.0%
Magnolia Park I	2%	2.3%	0.3%
Magnolia Park II	2%	1.3%	-0.7%
Veranda at Auburn Pointe	2%	28.4%	26.4%
The Villages at Carver I	2%	22.5%	20.5%
The Villages at Carver II	2%	23.8%	21.8%
The Villages at Carver III	2%	18.3%	16.3%
The Villages at Carver V	2%	14.9%	12.9%
Villages at Castleberry I	2%	2.1%	0.1%
Villages at Castleberry II	2%	-0.4%	-2.4%
Villages of East Lake I	2%	4.3%	2.3%
Villages of East Lake II	2%	1.8%	-0.2%
<b>Mixed-Income Totals</b>	<b>2%</b>	<b>5.2%</b>	<b>3.2%</b>
<b>PHA TOTAL</b>	<b>2%</b>	<b>2%</b>	<b>0.0%</b>

<sup>2</sup>This data reflects the percentage of uncollected rents as of June 30, 2009

**Appendix H: Management Information for Owned / Managed Units and Assisted Units at  
Mixed-Income Communities**

**Work Orders**

Percentage of Emergency Work Orders With a Response Time of Less than 24 Hours/ Average Response Time for Routine Work Orders within 7 days: As of June 30, 2009, 99.7 percent of all emergency work orders received were completed or abated in less than 24 hours. Table H-3 shows the percentage of emergency work orders responded to in less than 24 hours for each AHA-Owned Residential Property and for the public housing assisted units at each mixed-income community sponsored by AHA. Table H-4 reflects shows the average response time (in days) for routine non-emergency work orders for each community. Non-emergency routine work orders are being addressed on average of 1.1 days as of June 30, 2009.

Issues and Proposed Actions: Through its development partners and PMCOs, AHA has remained responsive to emergency and non-emergency work order turnaround.

Each of the subject AHA-sponsored mixed-income, multi-family rental communities, developed as a result of public-private partnerships, is owned by a private sector owner entity formed as a limited partnership with a managing general partner, and are managed by the owner entity's professional property management company.

Columbia Crest experienced turnover in its maintenance staff impacting the response time on work orders.

With respect to AHA's relationship management strategy, which engages the respective owner entities and their property management companies, Portfolio Managers in AHA's Asset Management Division actively monitor performance measures by reviewing monthly and quarterly reports, making site visits and consulting with management agent representatives with respect to management performance, financial oversight, physical condition, policy and occupancy training.

Target Projection of Work Orders: AHA's MTW benchmark goal is to complete or abate emergency work orders in less than 24 hours of issuance 99 percent of the time, and complete routine non-emergency work orders in less than seven days. As long as AHA continues to receive adequate funding, AHA, through the efforts of the development partners and PMCOs, expects to continue meeting the MTW benchmark for handling emergency and routine work orders during FY 2011.

**Appendix H: Management Information for Owned / Managed Units and Assisted Units at  
Mixed-Income Communities**

<b>H - 3 Public Housing Assisted Units - Emergency Work Order Responses<sup>3</sup></b>			
<b>Program/Community Type</b>	<b>Target</b>	<b>% of Emergency Work Orders Completed or Abated within 24 hours</b>	<b>Difference</b>
<b>High-Rise</b>			
Barge Road	99%	100%	1%
Cheshire Bridge Road	99%	100%	1%
Cosby Spear	99%	100%	1%
East Lake	99%	100%	1%
Georgia Avenue	99%	100%	1%
Hightower Manor	99%	100%	1%
Juniper and Tenth	99%	100%	1%
Marian Road	99%	100%	1%
Marietta Road	99%	100%	1%
Palmer House	99%	100%	1%
Peachtree Road	99%	100%	1%
Piedmont Road	99%	100%	1%
Roosevelt House	99%	100%	1%
<b>High-Rise Totals</b>	<b>99%</b>	<b>100%</b>	<b>1%</b>
<b>Family</b>			
Herndon Homes	99%	99.5%	1%
Hollywood Courts	99%	99.5%	1%
Martin Street Plaza	99%	99.5%	1%
Thomasville Heights	99%	99.5%	1%
Westminster	99%	99.5%	1%
<b>Family Totals</b>	<b>99%</b>	<b>99.5%</b>	<b>0.5%</b>
<b>Mixed-Income</b>			
Ashley CollegeTown	100%	100%	0.0%
Ashley Courts at Cascade I	100%	100%	0.0%
Ashley Courts at Cascade II	100%	100%	0.0%
Ashley Courts at Cascade III	100%	100%	0.0%
Ashley Terrace at West End	100%	100%	0.0%
Atrium at CollegeTown	100%	N /A	N /A
Capital Gateway I	100%	100%	0.0%
Capital Gateway II	100%	100%	0.0%
Centennial Place I	100%	100%	0.0%
Centennial Place II	100%	100%	0.0%
Centennial Place III	100%	100%	0.0%
Centennial Place IV	100%	100%	0.0%
Columbia Creste (West Highlands)	100%	88.7%	-11.3%
Columbia Estates (West Highlands)	100%	100%	0.0%
Columbia Commons	100%	100%	0.0%

<sup>3</sup>This data reflects the percentage of emergency work order responses as of June 30, 2009

**Appendix H: Management Information for Owned / Managed Units and Assisted Units at  
Mixed-Income Communities**

<b>H - 3 Public Housing Assisted Units - Emergency Work Order Responses<sup>3</sup></b>			
<b>Program/Community Type</b>	<b>Target</b>	<b>% of Emergency Work Orders Completed or Abated within 24 hours</b>	<b>Difference</b>
<b>Mixed-Income - <i>continued</i></b>			
Columbia Grove	100%	100%	0.0%
Columbia Mechanicsville (Family)	100%	100%	0.0%
Columbia Mechanicsville (Senior)	100%	100%	0.0%
Columbia Park Citi (West Highlands)	100%	100%	0.0%
Columbia Village	100%	100%	0.0%
Magnolia Park I	100%	100%	0.0%
Magnolia Park II	100%	100%	0.0%
Veranda at Auburn Pointe	100%	100%	0.0%
The Villages at Carver I	100%	100%	0.0%
The Villages at Carver II	100%	100%	0.0%
The Villages at Carver III	100%	100%	0.0%
The Villages at Carver V	100%	100%	0.0%
Villages at Castleberry I	100%	100%	0.0%
Villages at Castleberry II	100%	100%	0.0%
Villages of East Lake I	100%	100%	0.0%
Villages of East Lake II	100%	100%	0.0%
<b>Mixed-Income Totals</b>	<b>100%</b>	<b>99.6%</b>	<b>-0.4%</b>
<b>PHA TOTAL</b>	<b>99%</b>	<b>99.7%</b>	<b>0.7%</b>

<sup>3</sup>This data reflects the percentage of emergency work order responses as of June 30, 2009

**Appendix H: Management Information for Owned / Managed Units and Assisted Units at  
Mixed-Income Communities**

<b>H - 4 Public Housing Assisted Units - Routine Work Order Responses<sup>4</sup></b>			
<b>Program / Community Type</b>	<b>Target</b>	<b>Average Number of Days to Complete Routine Work Orders</b>	<b>Difference</b>
<b>High-Rise</b>			
Barge Road	7	1.0	-6.0
Cheshire Bridge Road	7	1.0	-6.0
Cosby Spear	7	1.0	-6.0
East Lake	7	1.0	-6.0
Georgia Avenue	7	2.2	-4.8
Hightower Manor	7	1.3	-5.7
Juniper and Tenth	7	1.4	-5.6
Marian Road	7	1.8	-5.2
Marietta Road	7	1.5	-5.5
Palmer House	7	1.0	-6.0
Peachtree Road	7	1.0	-6.0
Piedmont Road	7	1.2	-5.8
Roosevelt House	7	1.2	-5.8
<b>High-Rise Totals</b>	<b>7</b>	<b>1.3</b>	<b>-5.7</b>
<b>Family</b>			
Herndon Homes	7	1.4	-5.6
Hollywood Courts	7	1.3	-5.7
Martin Street Plaza	7	2.8	-4.2
Thomasville Heights	7	1.0	-6.0
Westminster	7	1.5	-5.5
<b>Family Totals</b>	<b>7</b>	<b>1.6</b>	<b>-5.4</b>
<b>Mixed-Income</b>			
Ashley CollegeTown	7	1.00	-6.00
Ashley Courts at Cascade I	7	1.00	-6.00
Ashley Courts at Cascade II	7	1.00	-6.00
Ashley Courts at Cascade III	7	1.00	-6.00
Ashley Terrace at West End	7	1.00	-6.00
Atrium at CollegeTown	7	1.00	-6.00
Capital Gateway I	7	0.98	-6.02
Capital Gateway II	7	0.97	-6.03
Centennial Place I	7	1.00	-6.00
Centennial Place II	7	1.00	-6.00
Centennial Place III	7	1.00	-6.00
Centennial Place IV	7	1.00	-6.00
Columbia Creste (West Highlands)	7	0.98	-6.02
Columbia Estates (West Highlands)	7	1.00	-6.00
Columbia Commons	7	1.00	-6.00

<sup>4</sup>This data reflects the percentage of routine work order responses as of June 30, 2009



**Appendix H: Management Information for Owned / Managed Units and Assisted Units at  
Mixed-Income Communities**

<b>H - 4 Public Housing Assisted Units - Routine Work Order Responses<sup>4</sup></b>			
<b>Program / Community Type</b>	<b>Target</b>	<b>Average Number of Days to Complete Routine Work Orders</b>	<b>Difference</b>
<i>Mixed-Income-continued</i>			
Columbia Grove	7	1.00	-6.00
Columbia Mechanicsville (Family)	7	1.00	-6.00
Columbia Mechanicsville (Senior)	7	1.00	-6.00
Columbia Park Citi (West Highlands)	7	1.00	-6.00
Columbia Village	7	1.00	-6.00
Magnolia Park I	7	1.00	-6.00
Magnolia Park II	7	1.00	-6.00
Veranda at Auburn Pointe	7	1.00	-6.00
The Villages at Carver I	7	0.94	-6.06
The Villages at Carver II	7	0.87	-6.13
The Villages at Carver III	7	0.94	-6.06
The Villages at Carver V	7	0.89	-6.12
Villages at Castleberry I	7	1.00	-6.00
Villages at Castleberry II	7	0.96	-6.05
Villages of East Lake I	7	0.90	-6.10
Villages of East Lake II	7	1.00	-6.00
<b>Mixed-Income Totals</b>	<b>7</b>	<b>0.98</b>	<b>-6.02</b>
<b>PHA TOTAL</b>	<b>7</b>	<b>1.1</b>	<b>-5.9</b>

<sup>4</sup>This data reflects the percentage of routine work order responses as of June 30, 2009

## Appendix H: Management Information for Owned / Managed Units and Assisted Units at Mixed-Income Communities

### Inspections for AHA-Owned Residential Communities

Inspection Strategy: AHA will continue its enhanced integrated inspection process for AHA-Owned Residential Properties during FY 2011. For all the inspections listed below, the PMCOs will be notified of all deficiencies discovered and they will report back to AHA to confirm when the deficiencies have been corrected. The integrated inspection system for FY 2011 includes the following types of inspections:

1. **Enhanced Uniform Physical Conditions Standards (UPCS) and Real Estate Assessment Center (REAC) inspection:** AHA properties will be evaluated through REAC inspections as well UPCS+ inspections. Each PMCO is required to inspect 10 percent of the units at each property monthly. At year end, each PMCO is required to certify that 100 percent of all units, buildings, and common areas have been inspected and work orders have been completed to address deficiencies. AHA will conduct quality control inspections to meet or exceed the benchmark of 1.4 percent.
2. **Major System Inspections:** Each property will be inspected at least once during FY 2011 to monitor the operational status of major building systems and confirm routine preventative maintenance has been performed with positive results. This inspection is included in the UPCS inspection.
3. **Elevator Inspections:** Proactive elevator inspections involve examining the current condition of elevators as well as evaluating performance and the level of preventative maintenance. Elevator inspections will be conducted at every high-rise property twice during FY 2011. After the initial inspections, a second inspection will be conducted to validate the correction of any deficiencies. This process ensures that elevators meet quality standards for maximized operational efficiency, which result in fewer safety risks, malfunctions, and resident complaints.
4. **Community Safety Inspection:** AHA plans to inspect every property twice during FY 2011. The inspection focuses on: visible signs of community decay, operational site lighting, operational access control systems, video surveillance, video call down systems, maintenance of banned lists, and quality of guard force. This inspection also includes the review of site risk control to include security systems, emergency systems, path of travel and other areas of potential risk in a community.
5. **Rental Integrity Monitoring (RIM) Review:** This review focuses on review of resident file documentation that pertains to the verification of income and deductible expenses and the calculation of rent. AHA will inspect every property once during the year.

**Appendix H: Management Information for Owned / Managed Units and Assisted Units at  
Mixed-Income Communities**

**Inspections for AHA-Owned Residential Communities *continued***

6. **Procurement and Labor Compliance Review:** The intent of this review is to evaluate PMCO compliance with their corporate sourcing strategy and appropriate federal regulations. A team from the AHA Acquisition Management Services Department will perform these reviews by checking a sample of the operational and capital improvement contract files for each PMCO. This review will be conducted once per quarter for each PMCO during FY 2011.
7. **Accounting Review:** Fiscal accountability is one of AHA's top priorities. Each property management office will be reviewed once during FY 2011. The reviews cover the 11 functional areas of: Tenant Accounts Receivables and Tenant Ledgers, Allowance for Doubtful Accounts, Prepaid Expenses, Accounts Payable, Accrued Payroll & Payroll Related Liabilities, Prepaid Rents & Deferred Revenue, Security Deposit Liability, Petty Cash, Cash Handling, Bad Debt Write-offs & Collections, and Revenue & Expenses.
8. **Accessibility Review:** This review was developed in FY 2010 and will continue into FY 2011 to ensure each community's compliance with applicable Fair Housing and accessibility statutes, HUD guidelines, and AHA's related policies and procedures. The accessibility inspection includes a Physical portion in which the common areas, exterior site, and a sampling of UFAS Units are inspected for ongoing UFAS compliance as well as a Documentation/Procedure portion in which the property management's reporting and record-keeping are inspected to ensure proper handling of UFAS occupancy, reasonable accommodation requests, and related issues. Each property will be reviewed once during FY 2011.

**Appendix H: Management Information for Owned / Managed Units and Assisted Units at  
Mixed-Income Communities**

<b>H - 5 Public Housing Assisted Units - Unit and Common Areas Inspections<sup>5</sup></b>			
<b>Program / Community Type</b>	<b>Target</b>	<b>Percentage of Units and Common Areas Inspected</b>	<b>Difference</b>
<b>High-Rise</b>			
Barge Road	100%	100%	0%
Cheshire Bridge Road	100%	100%	0%
Cosby Spear	100%	100%	0%
East Lake	100%	100%	0%
Georgia Avenue	100%	100%	0%
Hightower Manor	100%	100%	0%
Juniper and Tenth	100%	100%	0%
Marian Road	100%	100%	0%
Marietta Road	100%	100%	0%
Palmer House	100%	100%	0%
Peachtree Road	100%	100%	0%
Piedmont Road	100%	100%	0%
Roosevelt House	100%	100%	0%
<b>High-Rise Totals</b>	<b>100%</b>	<b>100%</b>	<b>0%</b>
<b>Family</b>			
Herndon Homes	100%	100%	0%
Hollywood Courts	100%	100%	0%
Martin Street Plaza	100%	100%	0%
Thomasville Heights	100%	100%	0%
Westminster	100%	100%	0%
<b>Family Totals</b>	<b>100%</b>	<b>100%</b>	<b>0%</b>
<b>Mixed-Income</b>			
Ashley CollegeTown	100%	100%	0%
Ashley Courts at Cascade I	100%	100%	0%
Ashley Courts at Cascade II	100%	100%	0%
Ashley Courts at Cascade III	100%	100%	0%
Ashley Terrace at West End	100%	100%	0%
Atrium at CollegeTown	100%	100%	0%
Capital Gateway I	100%	100%	0%
Capital Gateway II	100%	100%	0%
Centennial Place I	100%	100%	0%
Centennial Place II	100%	100%	0%
Centennial Place III	100%	100%	0%
Centennial Place IV	100%	100%	0%
Columbia Creste (West Highlands)	100%	100%	0%
Columbia Estates (West Highlands)	100%	100%	0%
Columbia Commons	100%	100%	0%

<sup>5</sup>This data reflects the percentage of unit and common areas inspections as of June 30, 2009

**Appendix H: Management Information for Owned / Managed Units and Assisted Units at  
Mixed-Income Communities**

<b>H - 5 Public Housing Assisted Units - Unit and Common Areas Inspections<sup>5</sup></b>			
<b>Program / Community Type</b>	<b>Target</b>	<b>Percentage of Units and Common Areas Inspected</b>	<b>Difference</b>
<b>Mixed-Income - <i>continued</i></b>			
Columbia Grove	100%	100%	0%
Columbia Mechanicsville (Family)	100%	100%	0%
Columbia Mechanicsville (Senior)	100%	100%	0%
Columbia Park Citi (West Highlands)	100%	100%	0%
Columbia Village	100%	100%	0%
Magnolia Park I	100%	100%	0%
Magnolia Park II	100%	100%	0%
Veranda at Auburn Pointe	100%	100%	0%
The Villages at Carver I	100%	100%	0%
The Villages at Carver II	100%	100%	0%
The Villages at Carver III	100%	100%	0%
The Villages at Carver V	100%	100%	0%
Villages at Castleberry I	100%	100%	0%
Villages at Castleberry II	100%	100%	0%
Villages of East Lake I	100%	100%	0%
Villages of East Lake II	100%	100%	0%
<b>Mixed-Income Totals</b>	<b>100%</b>	<b>100%</b>	<b>0%</b>
<b>PHA TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>0%</b>

<sup>5</sup>This data reflects the percentage of unit and common areas inspections as of June 30, 2009

**Appendix H: Management Information for Owned / Managed Units and Assisted Units at  
Mixed-Income Communities**

**Community Safety (Security)**

AHA continues to address crime and safety in the communities through collaborative strategies with its private development partners, PMCOs, local law enforcement, and residents. Now that the QLI properties are vacant and being demolished, AHA is focused on improving community safety at the AHA-Owned Residential Properties and AHA-sponsored mixed-income communities by:

- (1) Working with the PMCOs and development partners to maintaining a visible security presence at the properties,
- (2) Collaborating with the Atlanta Police Department to identify strategies to deter crime and enhance safety and security at AHA-Owned Residential Properties and AHA-sponsored mixed-income communities,
- (3) Receiving and reviewing crime data and police reports from the Atlanta Police Department and disseminating this information to our partners to aid their efforts towards community safety,
- (4) Continuing utilization of enhanced criminal screening standards and processes and strict lease enforcement, and
- (5) Completing the necessary preventive maintenance and repairs to ensure security equipment remains operational on a routine basis.

# APPENDIX I

## **Appendix I: Management Information for Leased Housing**

### **Units Under Lease/Target Lease Up Rate**

AHA reports unit leasing information to HUD through monthly submissions in HUD's Voucher Management System (VMS.) AHA no longer reports this information in its Plan pursuant to HUD's January 12, 2006 approval of AHA's FY 2006 CATALYST Implementation Plan, which included a revision of required submissions in AHA's MTW Annual Plans and Reports.

### **Calculation of Budget Utilization Rate Benchmark**

Pursuant to AHA's MTW Agreement, AHA expects to meet the budget utilization rate benchmark of 98 percent for the next fiscal year. Under AHA's FY 2008 Implementation Plan, AHA included clarifying language that the 98 percent expenditure rate only applies to vouchers that are fully funded during AHA's entire fiscal year, and that any new vouchers received intermittently during the fiscal year are excluded from the 98 percent requirement until the following fiscal year until such time that a 12-month period has elapsed. AHA made this clarification in light of changes that HUD made in funding vouchers based on a calendar year versus a fiscal year.

### **Plans Regarding Ensuring Rent Reasonableness Expanding Housing Opportunities and Deconcentration of Low Income Families**

AHA's policies for ensuring rent reasonableness, expanding housing opportunities and deconcentration of low-income families are set forth in AHA's Statement of Housing Choice Policies included in this Plan submission. Several of AHA's priorities and strategies for deconcentrating poverty are to:

- Continue its strategic revitalization initiatives in partnership with private sector development partners with the goal of creating healthy and economically sustainable, mixed-use, mixed-income communities;
- Reposition its public housing portfolio under the Quality of Life Initiative while relocating families to healthier, mixed-income communities using Housing Choice vouchers;
- Use Project Based Rental Assistance as a development tool to promote the development of quality affordable housing for families, seniors and persons with disabilities that offers substantially better housing opportunities for these populations;
- Develop its own system of payment standards inside of its Housing Choice Program enabling eligible families to choose rental housing in low poverty areas and opening up a broader area of affordable housing opportunities within AHA's jurisdiction; and
- Develop a robust rent reasonableness system current with dynamic market changes in AHA's jurisdiction.
- Develop a market approach for attracting and fostering long-term relationships with landlords, private owners, property management companies and rental housing industry groups to expand AHA's housing resource network.

### **Inspections**

AHA will continue to conduct initial, annual and quality control inspections toward achieving its MTW benchmark goals. AHA will also continue to re-engineer its Housing Choice Inspections Standards to create an "engine" that will further ensure that Housing Choice Participants have the opportunity to reside in quality living environments including quality housing units and quality neighborhoods. AHA established higher inspection standards than HUD's Housing Quality Standards with a focus on improving the quality of the units on the HCVP.



## APPENDIX J

## Appendix J – Housing Opportunities Data

### I. Housing Stock Information:

#### Public Housing Assisted (PHA) Units<sup>1</sup> - Projected at start of FY 2011

Community Type	Family	Elderly	Special Needs	Total PHA units by Community Type
AHA-Owned	92	1,861	-	1,953
Mixed-Income	2,070	169	26	2,265
<b>Total PH units</b>	<b>2,162</b>	<b>2,030</b>	<b>26</b>	

**Public Housing Assisted Units Grand Total: 4,218**

<sup>1</sup>AHA does not have any non-MTW public housing units in its portfolio.

#### New Public Housing Assisted Units to be Added during FY 2011: Public Housing Assisted Units (PH and PBRA Rental/ Replacement & Affordable HO)

Property Name	Rental Units			Homeownership Units		Total PH Assisted Units by Property Name
	Family	Elderly	Special Needs	Replacement Homeownership	Affordable Homeownership	
Auburn Pointe – Ashley I	62	-	-	-	-	54 PH / 8 PBRA
Auburn Pointe - Veranda II	-	83	5	-	-	88 PBRA Tax Credit Exchange Replacement Units
Auburn Pointe - Veranda III	-	85	6	-	-	91 PBRA
Auburn Pointe – Phase 1 Off-site Homeownership	-	-	-	3	-	3 HO Replacement Units
Capitol Gateway – Phase 1 Off-site Homeownership	-	-	-	44	-	44 HO Replacement Units (Downpayment Assistance)
CollegeTown – Ashley II	79	-	-	-	-	70 PH / 9 PBRA
CollegeTown – Phase 7 Off-site Homeownership	-	-	-	10	-	10 HO Replacement Units (Downpayment Assistance)
Mechanicsville – Phases 7 & 9B Off-site Homeownership	-	-	-	5	-	5 HO Replacement Units (Downpayment Assistance)
Perry – Phase 8 Off-Site Homeownership	-	-	-	-	4	4 Affordable Units (Downpayment Assistance)
<b>Total PH Assisted units: Rental (PH/PBRA) and Homeownership (Replacement/Affordable)</b>	<b>141</b>	<b>168</b>	<b>11</b>	<b>62</b>	<b>4</b>	<b>386</b>

**Public Housing Assisted Units (PH and PBRA Rental/ Replacement & Affordable HO) Grand Total for Rental and Homeownership: 386**

## Appendix J – Housing Opportunities Data

### I. Housing Stock Information:

**New Public Housing Assisted Units to be Added during FY 2011: *continued***

**Unit Production for FY 2011 by Bedroom Size for PH Assisted Rental Units (PH / PBRA / PBRA TCE)**

Property Name	Studio	1 Bedroom	2 Bedrooms	3 Bedrooms	4+ Bedrooms	Total by Property Name
Auburn Pointe Multifamily (Ashley I)	-	12	38	12	-	62
Auburn Pointe Senior (Veranda II and III)	-	166	13	-	-	179
CollegeTown Multifamily (Ashley II)	-	27	45	7	-	79

**Public Housing Assisted Units (PH and PBRA Rental) Grand Total for Rental and Homeownership: 320**

**Public Housing Assisted (PHA) Units to be Removed<sup>2</sup> from Inventory by Development - Projected for FY 2011**

#### AHA-Owned Residential Properties

Development / Type	PH Units Removed
<b><i>Family</i></b>	
Herndon Homes	273
Hollywood Courts	202
Thomasville Heights	350
<b>Total Family</b>	<b>825</b>
<b><i>Senior / Highrise</i></b>	
Palmer	250
Roosevelt	257
<b>Total Senior / Highrise Units</b>	<b>507</b>

**Grand Total PHA Units Removed: 1,332**

<sup>2</sup>These communities are part of AHA's Quality of Life Initiative (QLI). They became vacant in FY2010 and are slated for demolition during FY 2011.

## Appendix J – Housing Opportunities Data

### I. Housing Stock Information:

#### Existing Project Based Rental Assistance (PBRA) Communities -FY 2011

Existing Developments	Total Units
<b><i>Family</i></b>	
Auburn Glenn	108
Avalon Park Family	53
Capital Gateway II	16
Columbia at Sylvan Hills	37
Columbia Commons	15
Columbia Mechanicsville Apartments	35
Constitution Ave Apartments	67
Crogman Schools Apartments	42
Gateway at Northside Village	40
G E Towers	81
Hampton Oaks	50
Heritage Greene	44
Heritage Station Family	88
Highbury Terraces	17
The Park at Scotts Crossing	86
The Peaks at MLK	73
<b>Total - Family</b>	<b>852</b>

Existing Developments	Total Units
<b><i>Elderly (62+)</i></b>	
Atrium at CollegeTown	76
Avalon Park Senior	81
Campbell Stone	201
Columbia Colony Senior	37
Columbia Heritage Senior	124
Columbia High Point Senior	94
Columbia Senior Residences at MLK	119
Columbia Senior Residences at Mechanicsville	81
Columbia Senior Residences at Blackshear	78
Columbia Senior Residences at Edgewood	136
Heritage Station Senior	150
Renaissance at Park Place South	80
Veranda at Auburn Pointe	61
Veranda at Carver	56
Veranda at CollegeTown	90
<b>Total - Elderly</b>	<b>1,464</b>

## Appendix J – Housing Opportunities Data

### I. Housing Stock Information:

#### Existing Project Based Rental Assistance (PBRA) Communities -FY 2011

*(continued)*

Existing Developments	Total Units
<b><i>Older Persons 55+</i></b>	
Park Commons HFOP	130
Park Commons HFS	110
<b>Older Persons 55+ Total</b>	<b>240</b>
<b><i>Special Needs</i></b>	
Columbia at Sylvan Hills	39
Columbia Tower at MLK Village	39
First Step	40
Park Commons HFOP	22
Park Commons HFS	19
Seven Courts	30
Columbia Tower at MLK Village	56
<b>Special Needs Total</b>	<b>245</b>

***Combined Existing Developments Grand Total: 2,561***

***Note:*** The grand total reflects the combined number of units classified as Family; Elderly; Older Persons 55; and Special Needs.

## Appendix J – Housing Opportunities Data

### I. Housing Stock Information:

#### Project Based Rental Assistance (PBRA) Communities<sup>3</sup> – Under Construction FY 2011

Developments (Under Construction)	Total Units
<b><i>Family</i></b>	
Avalon Ridge	89
Arcadia at Parkway Village	116
Mechanicsville Station	30
Mechanicsville Crossing	35
<b>Total - Family</b>	<b>270</b>
<b><i>Older Persons 55+</i></b>	
Ashton Browns Mill	79
Legacy at Walton Lakes	31
<b>Older Persons 55+ Total</b>	<b>110</b>
<b><i>Special Needs</i></b>	
Welcome House	41
Safety Net	35
Villas of H.O.P.E	36
Odyssey Villas	32
<b>Total – Special Needs</b>	<b>144</b>

***Developments Under Construction Grand Total: 524***

**3**

*Included communities actively under construction and projected/budgeted to come on-line in Fiscal Year 2010.*

## Appendix J – Housing Opportunities Data

### II. Leasing Information:

#### Anticipated Total Number of MTW PHA Units Leased in FY 2011

Community Type	Family	Elderly	Special Needs	Total MTW PHA-Assisted units by Community Type
AHA-Owned	91	1,852	-	1,943
Mixed-Income	2,150	201	26	2,377
<b>MTW PH Units Total</b>	<b>2,241</b>	<b>2,053</b>	<b>26</b>	

***MTW PH Units Grand Total: 4,320***

#### Anticipated Total Number of MTW HCV Units Leased in FY 2011

Type	Units Total
MTW Tenant-Based units	7,099
Ports	2,799
MTW PBRA units	2,561

***MTW HCV Leased Units Grand Total: 12,459***

#### Anticipated Total Number of Non-MTW HCV Units Leased in FY 2011

Type	Units Total
Family Unification Program (FUP)	300
Mainstream Vouchers	225
Tenant Protection*	0

***Non-MTW HCV Leased Units Grand Total: 525***

**\*NOTE:** AHA does not expect to have any Tenant Protection Vouchers in FY 2011 that are non-MTW.

## Appendix J – Housing Opportunities Data

### II. Leasing Information:

#### Potential Issues Leasing Units:

Since the start of the Moving To Work Demonstration, AHA has gauged its progress annually through established performance benchmark goals guided by AHA's Revision of MTW Benchmarks Protocol. The extension of the MTW Demonstration Period (from FY 2010 to FY 2018) will enable AHA to continue reporting its outcomes based on a set of performance measures and target goals defined by a new Performance Implementation Protocol. The development and review of this new Protocol will occur separately from the FY 2011 CATALYST Implementation Plan and be included in the MTW FY 2010 Annual Report.

*Signature Communities* - The Owners and Management Agents are responsible for all aspects of leasing and occupancy of the assisted units. While it is difficult to project any potential leasing issues, AHA's Asset Management group, through its Portfolio Management function, will continue to monitor the performance benchmarks for the entire portfolio and work with the Owners and Management Agents to address any adverse trends.

*AHA-Owned Residential Properties* - AHA does not expect to experience any issues when leasing units.

*Housing Choice Program* - AHA does not anticipate experiencing any issues with the expenditure of the fiscal year Housing Choice Annual Budget allocation for MTW vouchers utilized for MTW eligible activities.

#### Potential Changes in Waiting Lists:

*PBRA and Signature Communities* – The waiting list at these communities are administered at the sites by the respective Owners and Management Agents. Each is responsible for the opening, closing, on-going maintenance and purging the site-based waiting list pursuant to their business needs and as defined in their management procedures.

*AHA-Owned Residential Properties* - AHA engages in recurring dialog with its Property Management Companies (PMCOs) to ensure that they maintain adequate and appropriate waiting lists to optimize community occupancy at our AHA-Owned Residential Properties. Our operating procedures relative to waiting lists are working well and will continue in FY 2011.

*Housing Choice Program* - AHA expects that there will be no changes in the management of its waiting lists for FY 2011.

#### Potential Changes in Number of Families on the Waiting Lists:

*PBRA and Signature Communities* – Asset Management is not able to assess the potential change in the number of families on the waiting list since the Owners and Management Agents may, at any time, decide to open or purge the site-based waiting list.

*AHA-Owned Residential Properties* - AHA does not anticipate any significant changes to the number of families on the waiting list.

*Housing Choice Program*- AHA conducted a purge of its Housing Choice waiting list in 2008. Due to a large number of inquiries from individuals who were purged from the waiting list, AHA developed a reinstatement procedure as a formal way to review individuals with legitimate claims to be reinstated on the waiting list. AHA does not anticipate opening the waiting list during FY 2011.



# APPENDIX K

## Appendix K: FY 2010 Budget

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The Housing Authority of the City of Atlanta, Georgia

**NOTE:** As of the submission date of the FY 2011 CATALYST Plan, HUD has not yet provided AHA's final Calendar Year 2010 Public Housing Operating Fund or Capital Fund Program Awards. Both of these are integral components of AHA's FY 2011 budget which runs from July 2010 to June 2011.

AHA will seek approval from its Board of Commissioners for the FY 2011 Budget prior to the beginning of FY 2011 based on the best information available at the time. AHA will provide HUD the final FY 2011 Budget narrative and schedules following AHA's Board approval.

The subsequent budget discussion which follows is, therefore, AHA's Board-Approved FY 2010 Comprehensive Operating and Capital Budget for the period ending June 30, 2010. AHA will provide the FY 2011 Budget in a similar format.



# **The Housing Authority of the City of Atlanta, Georgia Comprehensive Budget for fiscal year ending June 30, 2010**

**Approved by the Board of Commissioners  
on May 27, 2009  
Amended on July 15, 2009**



*there's no place like home...*

**August 18, 2009**

## Appendix K: FY2010 Budget

### The Housing Authority of the City of Atlanta, Georgia

**The Housing Authority of the City of Atlanta, Georgia**  
**FY2010 Comprehensive Budget**  
(Excluding Non-Cash Items and City-Funded Public Improvements)

	FY10 Total Budget	MTW Funds	ARRA Grant	GA HAP Administrators, Inc.	GA HAP Administrators, Inc.	Development and Revitalization Activities
<b>Sources:</b>						
Housing Choice Operating Subsidy (Note 1)	\$187,339,104	\$187,339,104				
Low Income Operating Subsidy (Note 1)	22,597,457	22,597,457.00				
Development and HOPE VI Grants	38,375,925					\$38,375,925
ARRA Grant (Note 2)	14,663,477		\$14,663,477			
Capital Fund Program (Note 1)	19,544,907	19,544,907				
Tenant Dwelling Revenue	4,888,141	4,888,141				
Program Income	7,678,106					7,678,106
Other Revenue	1,978,511	478,511			\$1,500,000	
Development and Transaction Fees	781,500					781,500
Interest Income	732,878	40,499			8,298	684,081
<b>Total Sources</b>	<b>\$298,580,006</b>	<b>\$234,888,619</b>	<b>\$14,663,477</b>	<b>\$0</b>	<b>\$1,508,298</b>	<b>\$47,519,612</b>
<b>Uses:</b>						
Housing Assistance Payments (Note 3)	\$137,795,706	\$137,795,706				
Administrative	41,063,384	35,731,623		\$192,900	\$572,085	\$4,566,776
Resident Services including Relocation	13,483,084	12,205,218				1,277,866
Utilities	4,862,696	4,832,696				30,000
Ordinary Maintenance and Operation	7,308,971	7,308,971				
Protective Services	2,782,522	2,782,522				
General Expenses	5,779,580	5,779,580				
Extraordinary Maintenance	354,882	354,882				
Contribution and Loans to Owner Entities for VCA Improvements	1,822,521	1,822,521				
Extraordinary Sitework and Remediation	8,095,079	2,651,750				5,443,329
Demolition Expenses	17,164,256	9,119,771	\$4,653,103			3,391,382
Amortization of Debt (principal and interest)	974,228	974,228				
Modernization of AHA-Owned Properties	10,210,969	200,595	10,010,374			
Revitalization - Site Acquisition	9,753,720	1,045,738				8,707,982
Revitalization - Gap Financing	8,000,000	3,700,000				4,300,000
Revitalization - Public Improvement Advances	8,972,956	6,019,050				2,953,906
Revitalization - Homeownership Subsidy	6,168,491	360,000				5,808,491
Revitalization - Developer Loans	10,034,233	2,000,000				8,034,233
Revitalization - Predevelopment Loans	1,443,834	203,768				1,240,066
Revitalization - Site Improvements	300,000					300,000
<b>Total Uses</b>	<b>\$296,371,112</b>	<b>\$234,888,619</b>	<b>\$14,663,477</b>	<b>\$192,900</b>	<b>\$572,085</b>	<b>\$46,054,031</b>
<b>Total Surplus</b>	<b>\$2,208,894</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$192,900)</b>	<b>\$936,213</b>	<b>\$1,465,581</b>

**Notes:**

1. HUD provides Housing Choice Operating Subsidy, Low Income Operating Subsidy, and Capital Fund Program funds to AHA as components of the MTW Block Grant.
2. The ARRA budget reflects the portion of the entire \$26,579,367 ARRA Recovery Grant which will be expended in Fiscal Year 2010.
3. For simplicity of presentation we have included 525 non-MTW vouchers; these vouchers will be administered separately consistent with their required uses.

## Appendix K: FY2010 Budget

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The Housing Authority of the City of Atlanta, Georgia

### Overview of the FY2010 Budget

The FY2010 budget reflects a balanced budget without drawing down MTW cash reserves. The following reflect selected highlights:

- The FY2010 budget fully supports the priorities outlined in AHA's business plan which is outlined in the FY2010 CATALYST Implementation Plan.
- Projected FY2010 sources of Revenues exceed budgeted uses by \$2.21 million. The MTW budget is balanced.
- The budget provides for affordable housing for:
  - Almost 10,000 Housing Choice families
  - More than 3,400 families residing in communities receiving PBRA
  - More than 1,800 families residing in AHA-owned longer-term hold affordable communities
  - Approximately 270 families residing in AHA-owned QLI properties prior to relocation
  - More than 87 homeownership opportunities through mortgage assistance
- The budget supports the completion of relocations related to AHA's QLI program and positions itself for completion of related demolitions by early FY2011.
- The budget provides for continued revitalization activities at six MIMF communities.
- The budget provides for extensive modernization at AHA-owned longer-term hold affordable communities: 11 properties for elderly persons and two small-family communities.

## Appendix K: FY2010 Budget

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The Housing Authority of the City of Atlanta, Georgia

### **Congressional Appropriations Process and HUD Funding**

The AHA FY2010 budget includes six months which will be funded in HUD's Funding Year (HFY) 2009. HUD has provided the HFY2009 funding level for AHA's Housing Choice Voucher Program but has not yet provided the final funding level for the Public Housing Operating Fund, nor the amount of the 2009 Capital Fund Program (CFP) award.

The last six months of AHA's FY2010 budget will be funded using HFY2010 funds. HUD's Public Housing, Housing Choice voucher and CFP are funded through the annual federal appropriations process. Because the Congressional 2010 appropriations process is not complete, we cannot be sure of the outcome of the appropriations process and its impact on AHA's FY2010 funding levels, especially in light of competing national priorities.

In light of these uncertainties, AHA's FY2010 budget is based on the best information available at the time of publication. An amendment to the FY2010 budget may be required after the appropriations process is concluded if substantial reductions are adopted by Congress and the President.

### **HUD Subsidy and Grant Budgets**

- AHA's FY2010 Low Income Operating Subsidy funding spans two HUD funding years: Calendar Year 2009 (HFY2009) and Calendar Year 2010 (HFY2010). AHA submitted its calculations for HFY2009 subsidy funding to HUD in May 2009, with an update in July 2009 to reflect changes that took place as a result of AHA's revitalization and QLI programs. AHA expects to submit initial

calculations for HFY2010 to HUD in September or October 2009.

- AHA's FY2010 Housing Choice funding also spans HUD funding years HFY2009 and HFY2010. HUD no longer requires that housing authorities calculate and submit an estimate of Housing Choice voucher funding requirements. Instead, HUD provides a draft schedule of projected Housing Choice voucher funding at the beginning of each calendar year. This projection includes vouchers that are part of AHA's MTW block grant and other vouchers that are not included in the block grant. AHA reviews HUD's schedule and requests transfer of selected non-block grant funds to the block grant when appropriate. HUD then publishes the budget authority for the calendar year.
- HUD CFP budgets are established at the time of grant award. These multi-year grants must meet obligation and expenditure timelines as prescribed by HUD, generally two and four years, respectively. Throughout the life of Capital grants, budget amendments are submitted to HUD to realign funds to meet the eligible needs and to reflect the actual use and spend rates. Because of AHA's MTW status, all CFP funds are allocated to the MTW budget line item, and no realignments in the HUD Line of Credit Control System (LOCCS) are required. Since HUD has not provided the amount of the 2009 CFP grant award at this time, the budget includes an estimated award of \$11.53 million based on eligible units and using 2008 funding levels.

In addition to the estimated \$11.53 in new CFP grant revenue, AHA expects to use approximately \$8.01 million in prior year CFP grant funds during FY2010, bringing total CFP grant expenditures and related CFP revenue to \$19.54 million.

## Appendix K: FY2010 Budget

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### The Housing Authority of the City of Atlanta, Georgia

- Replacement Housing Factor (RHF) fund grants, the other component of HUD Capital grants, are used to fund activities under AHA's strategic revitalization program. Under a HUD-approved Implementation Protocol in accordance with AHA's MTW Agreement, AHA can accumulate up to five years of RHF grants in order to fund replacement housing. Once accumulated, all the annual awards then have common obligation and expenditure end dates of two and four years, respectively. The use of the RHF grants is included in the Development and HOPE VI grants line of the Comprehensive Budget.
- Development and HOPE VI Grant budgets for other sources of funding are established at the time of grant award and are revised as projects move through the various phases of revitalization and development. These multi-year grants have varying expenditure timelines that typically follow a development schedule.
- Authorization to use RHF, Development and HOPE VI funds are obtained from the Board with the approval of each phase of a development pursuant to the Master Plan.
- On March 18, 2009 HUD awarded AHA \$26.58 million in ARRA funds. ARRA funds must be under contract (obligated) by March 17, 2010; funds not obligated by that date will be recaptured by HUD. Sixty percent (60%) of the funds must be expended by March 17, 2011. If less than 60 percent is expended at that date, unexpended funds will be recaptured. All funds must be expended by March 17, 2012, and unexpended funds will be recaptured.

AHA will use the ARRA funds for demolition of selected QLI properties and modernization of AHA-owned longer-term hold properties. The FY2010 budget provides for the expenditure and related revenue of \$14.66 million in ARRA funds.

### **Moving to Work Funding (MTW)**

Under AHA's MTW Agreement, AHA administers its funding under the Low Rent, Capital Fund and Housing Choice Tenant-Based Voucher programs as a single block grant fund in a substantially less regulated environment and with increased flexibility regarding eligibility. Notwithstanding this increased flexibility, there remain ongoing program-specific budgeting, accounting and reporting responsibilities to HUD. AHA will continue to receive these funds from the three program areas in accordance with HUD's annual appropriations process.

## Appendix K: FY2010 Budget

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The Housing Authority of the City of Atlanta, Georgia

### **General Assumptions**

As described in AHA's FY2010 MTW Implementation Plan, AHA's activities for FY2010 will be centered on three primary goals:

- Provide quality affordable housing opportunities in mixed-income communities with access to excellent quality-of-life amenities.
- Facilitate opportunities for families and individuals to build wealth and reduce their dependency on subsidy, ultimately becoming financially independent.
- Maximize AHA's economic viability and sustainability.

This budget was developed to support these goals. In addition, until their full implementation, the budget seeks to:

- Ensure the health and safety of AHA-assisted residents and the preservation of AHA-owned longer-term hold properties.
- Improve the quality of life for AHA-assisted residents and the quality of our investments.
- Re-engineer the Housing Choice Voucher Program.
- Invest in technological solutions that will improve operations, in areas of financial reporting in each Operating Division, and in the development and management of an enterprise-wide comprehensive integrated and relational database.
- Enhance AHA's asset management capabilities.

Recognizing the current budget realities and constraints, AHA's budget reflects that AHA's first priority is to facilitate

excellent affordable housing opportunities to income-eligible households in healthy mixed-income communities.

### **Other Assumptions**

- At the time of publication, HUD has not provided AHA the final funding numbers for HFY2009 Low Income Housing Subsidy. HUD also has provided no definitive information regarding the levels of funding in 2010 which will affect the last six months of AHA's Fiscal Year. AHA has included its best estimates based on prior year funding levels.
- HOPE VI and other mixed-income revitalization efforts will continue to reposition obsolete and distressed AHA-owned public housing properties; and will allow AHA to focus our limited CFP funds on sustaining the 11 high-rise and 2 small-family longer-term hold communities until repositioning of such properties takes place. HOPE VI and RHF funds are multi-year and are addressed in the Capital Section of this document.
- All public housing properties owned by AHA as well as its corporate headquarters building will continue to be managed by professional property management firms.
- AHA's revitalization and QLI programs have had significant impacts on the organization and its method of providing affordable housing to the citizens of Atlanta. AHA has been transformed from a traditional public housing authority managing 43 AHA-owned public housing projects to managing 13 AHA-owned properties by June 30, 2010, which primarily serve low-income elderly persons and some disabled persons.



## Appendix K: FY2010 Budget

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### The Housing Authority of the City of Atlanta, Georgia

- Today, AHA facilitates housing opportunities by deploying its operating subsidies and other assets through strategic partnerships and relationships with professional real estate owners in healthy mixed-income communities. AHA is also sponsoring the development of mixed-use, mixed-income communities by deploying its operating subsidies, public housing development funds and other assets.
- During FY2010 AHA will complete the relocation of residents from the seven QLI Phase II communities and will complete demolition at five of them. This budget includes \$2.16 million in increased Housing Choice HAP payments for affected families and \$13.77 million for QLI-related demolition.
- One of AHA's initiatives under the CATALYST Plan is the implementation of a Rent Simplification Program to eliminate the costly and labor-intensive burden of collecting and verifying receipts for unreimbursed costs for allowable deductions. This initiative will streamline the rent calculation process and will result in operating efficiency across the various third-party arrangements. In many cases, the Rent Simplification Program will have the effect of reducing the tenant portion of rent payment. This reduces tenant rent revenue at AHA-owned properties, increases AHA's operating subsidy to the MIMF communities and increases AHA's payment to Housing Choice landlords. This budget includes \$2.78 million as a result of the implementation of this program.
- As part of the QLI transformation, AHA staff temporarily expanded to more than 360 authorized positions to support the overall QLI program which included the relocation of residents from AHA-owned properties and related programs. During FY2010, AHA will adjust its staffing to accommodate the completion of QLI and AHA's evolving as an asset management company.
- This budget begins funding AHA staff for 330 full-time employees on July 1, 2009. The budget reflects a progressive reduction in staffing throughout FY2009 to 262 authorized positions by June 30, 2010; and includes \$837,000 in severance pay and other costs related to this reduction. In addition, in a year of tight resources, AHA's FY2010 budget provides for no cost-of-living increases, merit increases or bonuses.
- AHA's corporate and employee share of benefits will increase by an estimated 10% each when the policies renew in January 2010. This budget provides for that increase.
- Effective as of December 31, 2007, the AHA Board of Commissioners froze AHA's Defined Benefit Plan, except for certain vested employees whose age and service years equals 60 and who elected to continue accruals under the Plan. In April 2009, AHA offered a lump sum cash payment to those plan participants who are no longer employed with AHA, but are vested under the Plan. The lump sum benefit, which aggregated approximately \$12 million, was contributed into the Deferred Benefit Plan in FY2008.
- In lieu of the Defined Benefit Plan, AHA created an enhanced Defined Contribution Plan, which provides for an employer match for all eligible employees.
- The FY2010 budget includes \$1 million in contribution to the Defined Benefit Plan and \$467,100 as the employer match to employees' contribution to the Defined Contribution Plan.

## Appendix K: FY2010 Budget

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### The Housing Authority of the City of Atlanta, Georgia

- In order to leverage and augment its staff, AHA has entered into contractual relations with various contractors and consultants to provide additional staff with specialized expertise, technical assistance and program management services for various projects and programs. These contractors assist AHA with scheduling milestones and deadlines; coordination of interdepartmental communication; strategic oversight and guidance to implement AHA goals and objectives; disciplined implementation of policies and procedures; flexible, efficient and expert staffing to meet these objectives; and improved accountability, efficiency and effectiveness. These arrangements allow AHA to deploy staff resources to a broad range of projects with appropriate expertise and quickly increase or decrease staff to respond to the inevitable surges and downturns in meeting its diverse and complex goals, especially in a volatile Federal budget environment.
- Historical spending rates and knowledge of AHA administrative, asset management and services were used to establish budgetary levels for all revenue and expense categories. Interest income is anticipated to be \$733,000 based on expected balances and current interest rates. This income will be affected by changes in funding balances and changes in rates earned. In addition, AHA is exploring alternative investments in an attempt to strengthen its economic viability.

### **Recognition of Revenues**

AHA receives revenues from a variety of sources for various purposes. These include, but are not limited to:

- Federal annual subsidies

- Federal multi-year grants
- Other government and private grants
- Resident and other rents
- Interest income
- Development and related fees
- GA HAP fee income
- Loan repayments

AHA recognizes the revenue from the annual subsidies throughout the year based upon HUD-approved funding calculations; rents, interest and other income are recognized when earned. Other revenue budgets presented in this budget are based upon anticipated earnings accordingly.

Multi-year grant awards differ from annual subsidies in that revenue is recognized when expenses are incurred. These grants operate on a reimbursement basis in contrast to annual subsidies which are based on a calculation. Therefore, grant award revenue is presented based upon anticipated expenditure levels rather than grant award levels.

### **Funding Category Assumptions**

#### **Low Income Operating Subsidy**

- AHA receives Low Income Operating Subsidy as part of its MTW Block Grant. During FY2010, AHA estimates HUD will provide \$22.60 million in Low Income Operating Subsidy spread across two HUD funding years (HFY) which coincide with calendar years.

## Appendix K: FY2010 Budget

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### The Housing Authority of the City of Atlanta, Georgia

- **July–December 2009 HUD Funding.** HUD implemented a new Low Income Operating Subsidy funding methodology beginning in Calendar Year 2007. This new funding methodology introduced project- (property) based calculations for determining HUD subsidy. AHA submitted the calculation of its Low Income Operating Subsidy for HFY2009 (Calendar Year 2009) to HUD in April 2009. HUD is using this calculation as the basis for funding January through December 2009, which includes the first six months of AHA's Fiscal Year 2010. Based on the individual property calculations and after adjusting for the currently projected proration of 88%, AHA estimates that it will be eligible for \$24.22 million in HFY2009 operating and utility subsidy, of which \$12.11 million will be earned in AHA FY2010. HUD estimates that it will have final HFY subsidy funding levels established after May 2010.

The projected number of Public Housing Assisted Unit months of 95,448 used in the HFY2009 Low Income Operating Subsidy funding calculation submitted to HUD was derived from the number of units eligible for subsidy in 2009 as of March 31, 2009.

Public Housing developments undergoing relocation under AHA's revitalization or QLI programs were budgeted to receive prorated subsidy in accordance with HUD regulations.

Utility revenues were budgeted based upon a three-year average rate of consumption times the utility rate at the time of submission of subsidy calculations to HUD.

- **January–June 2010 HUD Funding.** The second half of AHA's FY2010 runs from January through June 2010. Calculation of this subsidy will not be submitted to HUD until September 2010 and will be based on property occupancy for AHA's FY2009, adjusted for properties coming on- and off-line. At this time, HUD has published neither the monthly Property Allowance Levels (PEL) nor the proration factors for 2010. A rough estimate of total HFY2010 Operating Subsidy is \$20.98 million, with \$10.49 million earned in AHA's FY2010. AHA will continue to use Low Income Operating Subsidy funds, Housing Choice voucher budget authority and Capital Funds as a single block grant in accordance with its MTW Agreement.
- **Tenant Dwelling Revenue.** AHA projects it will earn \$4.89 million in Tenant Dwelling Revenue, including the effect of implementing rent simplification during FY2010 as assisted households are recertified. The minimum rent will continue at \$125 per month. Tenant Dwelling Revenue estimates reflect the overall reduction in rent revenue as tenants relocate from QLI properties scheduled for demolition or disposition.
- **Market-Rate Mixed-Income, Mixed-Finance Communities (MIMF).** AHA provides operating subsidy to the owners of MIMF rental communities on an agreed basis pursuant to the regulatory and operating agreements between AHA and the Owner Entities.

AHA-assisted residents in mixed-income communities generally earn higher incomes. As a result, rents paid by these residents are higher than at conventional public housing communities. Such higher rents, however, are not available as a revenue source for

## Appendix K: FY2010 Budget

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### The Housing Authority of the City of Atlanta, Georgia

AHA's operations because AHA does not own or control these properties. Instead, these rents go to the Owner Entities to support the operations of the mixed-income rental property at which they are generated.

- **AHA-owned Longer-Term Hold Affordable Communities.** The Private Management Companies (PMCOs), which manage AHA-owned Affordable Communities, developed initial property budgets, working with AHA, based on AHA's objectives and goals. Initial guidance was that total property budgets could not exceed the approved FY2009 budget levels. Adjustments to these budgets were made by AHA to ensure the safety and security of residents and the continued viability of such properties.

Property expense levels for AHA-owned affordable public housing properties are budgeted using the following guidelines:

- Achievement of objectives and performance goals of AHA, as owner.
- Management fees are based on a flat per door rate and are subject to adjustments based on the property's performance.
- Income for QLI-impacted properties was prorated based on projected occupancy. Additional expenses for security, securing vacant units and resident case management expenditures have been added to these properties.
- Salaries are based on one administrative staff position per 100 units and one maintenance staff position per 50 units.

- Staff training is estimated at 1% of total staff salaries.
- Maintenance contracts and materials are computed using historic costs and/or actual contract costs for each property.
- Resident services contract costs and training is calculated at \$25 per unit per year.
- Employee taxes and benefits are based on historical costs. Utility expenditures were budgeted based upon a three-year average rate of consumption at projected utility rates.
- Administrative costs include CATALYST standards for enhanced criminal history and credit history checks.
- Certain exceptions were permitted to accommodate property size (acreage and units), density, property age and location.

AHA provides funds to PMCOs to pay property expenses that exceed resident rents and other property-generated income in accordance with property budgets for FY2010.

During FY2010, AHA will complete relocation of residents from Hollywood Courts, Thomasville Heights, Bankhead Courts, Herndon Homes, Palmer House and Roosevelt House as part of AHA's Quality Living Initiative (QLI). Relocation expenses for these communities will be funded using MTW funds.

## Appendix K: FY2010 Budget

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The Housing Authority of the City of Atlanta, Georgia

### Housing Choice Vouchers

- **Total Housing Choice Voucher Funding.** On May 11, 2009, HUD announced its 2009 Housing Choice voucher funding for AHA. AHA will receive approximately \$187.3 million in total Housing Choice voucher funding for FY2010. This includes continued HUD funding for more than 18,609 vouchers funded as of June 30, 2009. Also included is \$5.1 million that AHA anticipates receiving for an estimated 607 new relocation vouchers in FY2010 related to AHA's QLI program. HUD awards these vouchers and provides funds on an incremental basis corresponding with the planned relocation schedule.
- **MTW Block Grant Funding.** AHA receives much of its Housing Choice Subsidy as part of its MTW Block Grant; the balance is received outside of the block grant. Of the projected \$187.3 million in total Housing Choice voucher funding, AHA estimates that it will receive \$169.44 million in Housing Choice voucher funding in the MTW Block Grant. This figure represents total MTW voucher funding, effectively including both Housing Assistance Payments (HAP) and administrative fees.
  - This funding was calculated using the methodology outlined in Attachment A of AHA's MTW Agreement and is based on the estimated number of MTW Block Grant vouchers expected under the Annual Contributions Contract (ACC) on June 30, 2009 multiplied by the 2009 MTWPUC factor. This is the methodology which AHA uses to determine its MTW Budget Utilization Benchmark. In its calculations, HUD applied a 1.047% Annual

Adjustment Factor and a 99.1% proration factor to AHA's MTW funding.

- **Non-MTW Voucher Funding.** Non-MTW Vouchers include Special Purpose Vouchers which are not eligible for the single funding flexibility under MTW and are calculated using HUD's standard formulas for 6,300 voucher unit months.

HUD will fund \$4.70 million in 2009 in HAP and an estimated \$452,000 in administrative fees for these non-MTW vouchers.

Under AHA's MTW Agreement, all voucher participants are subject to AHA's CATALYST plan regardless of the characterization of the funding of their vouchers. Because of this agreement, revenue and expenses for these vouchers are included in the MTW Funds column in the FY2010 Comprehensive Budget by Selected Funding Sources schedule which is a part of this package.

- **January–June 2010 Funding.** Because HUD's funding year (HFY) is on a calendar year basis, the actual inflation factors and proration for the last six months of AHA's FY2010 are unknown. The FY2010 Budget uses the same funding factors for both halves of FY2010 and increases the number of non-MTW vouchers based on projected receipt of QLI-related relocation vouchers.
- **Expenditures.** The FY2010 Housing Choice budget is based upon the following expenditure assumptions.
  - AHA will continue to pay HAP on behalf of all current voucher holders who remain qualified.



## Appendix K: FY2010 Budget



### The Housing Authority of the City of Atlanta, Georgia

- AHA plans to continue the strategic growth of PBRA to support AHA's revitalization efforts and to increase the supply and quality of housing available for qualified low-income families.
- Relocation vouchers will continue to be issued and HAP expenses incurred in support of AHA's QLI Program. Additional Housing Choice voucher funding will also be used in FY2010 to support AHA's PBRA program.
- The minimum rent for Housing Choice vouchers will continue to be \$125 per month.
- Housing Choice Housing Assistance Payments (HAP) expenditures for FY2010 have been adjusted to reflect the impact of rent simplification as participants recertify throughout the fiscal year.
- When establishing Housing Choice Payment Standards for the tenant-based voucher program, AHA will use AHA-developed localized Fair Market Standards and rent reasonableness standards to further AHA's goal of ending the concentration of poverty as described in AHA's Business Plan.
- AHA projects that up to 25% of its FY2010 vouchers will port to other jurisdictions outside of the City of Atlanta. These vouchers provide rental subsidy to residents who move from Atlanta and are residing under the jurisdiction of other housing authorities (receiving authorities). HAP for these vouchers is established by receiving authorities based on their payment standards and their rent reasonableness process. AHA reimburses these housing authorities for the HAP payments and pays them 80% of the HUD-published administrative fee for AHA. This budget uses the current average HAP cost for portability vouchers, but because AHA does not manage the HAP for vouchers which have ported outside of its jurisdiction, the potential for increased HAP expenses exist.
- AHA is required to adjust the utility allowances used in determining its portion of Housing Choice rent payments when utility costs increase by more than 10%. Because of increased water and sewer rates, AHA will increase this allowance in FY2010 with a total increase to HAP expenses to AHA of \$577,500.
- AHA's commitment to using PBRA as a development tool will result in an increase of 264 PBRA-assisted units at four newly constructed privately owned mixed-income communities projected to come on-line during FY2010 and 100 new units at existing PBRA communities. This budget includes \$7.57 million in additional PBRA HAP expense.

### Capital Funds

- HUD provides AHA with capital funds as part of its MTW block grant. AHA estimates that it will receive \$11.53 million in the Federal Fiscal Year 2009 Capital Funding Program (CFP) grant award. These funds must be spent over a four-year period, but AHA plans to use the majority of such funds in FY2010 for gap financing and other MTW-authorized expenditures.

## Appendix K: FY2010 Budget

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### The Housing Authority of the City of Atlanta, Georgia

- In addition to expending \$11.53 million of the most recent CFP grant award, AHA will use the remaining balances from prior year CFP grants for projects approved and begun in FY2009, and for FY2010 MTW authorized expenses. AHA currently estimates the use of carryover CFP funds at \$8.01 million. The actual amount of prior year CFP funds which will be available to be expended in FY2010 will not be known until FY2009 year-end.

### HOPE VI, Replacement Housing Factor Funds and Development Grant Awards

HOPE VI, Replacement Housing Factor and Development Grant funds awarded to AHA are paid by HUD to AHA on a reimbursement basis for expenditures related to the revitalization of AHA-owned properties. AHA projects that it will close four Mixed-Income, Mixed-Finance transactions in FY2010. AHA will invest an aggregate of \$47.04 million in HOPE VI, Replacement Housing Factor, Development Grant and program income funds to close these transactions and related revitalization activities.

AHA currently has active revitalization projects at:

- **Auburn Pointe** (Grady Homes Revitalization, which includes the revitalization of Antoine Graves and Graves Annex senior high-rises and University Homes)
- **Capitol Gateway** (Capitol Homes Revitalization)
- **Collegetown at West End** (Harris Homes Revitalization, which includes the revitalization of John O. Chiles main building and John O. Chiles Annex)

- **Mechanicsville** (McDaniel Glenn Revitalization, which includes the revitalization of McDaniel Glenn Annex buildings and Martin Luther King Jr. senior high-rise)
- **The Villages at Carver** (Carver Homes Revitalization)
- **West Highlands at Heman E. Perry Boulevard** (Perry Homes Revitalization)

The FY2010 Budget supports continued development at all six active revitalization projects including the following major activities:

- One financial closing and related construction as part of the Harris Homes Revitalization (Collegetown at West End)
- Three financial closings and related construction at Grady Homes Revitalization (now Auburn Pointe)
- Public improvements at all six projects
- Acquisitions to support current projects
- Homeownership assistance

In previous years, AHA received funds from the City of Atlanta for public improvements. The City is not in the position to continue to fund all of the public improvement needs at AHA's revitalization communities during FY2010. Bonds related to Tax Allocation Districts (TAD) around some of our properties have been delayed until the economy improves. This has required AHA to fund its own public improvements or, in the case of TAD-funded public improvements, to advance the funds until such time as the TAD bonds can be issued.

## Appendix K: FY2010 Budget

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### The Housing Authority of the City of Atlanta, Georgia

Similarly, the current economy has resulted in increased expectations of higher returns and lower risk conditions to equity investors' participation in new projects. Such investors have proposed a lower purchase price for the credits. The FY2010 budget provides for gap financing for construction and permanent financing.

#### **Mark to Market**

Congress extended the Mark to Market program until September 30, 2011. AHA is the designated Participating Administrative Entity for Georgia and is eligible to continue to earn fees based on the number of asset restructuring assignments approved by HUD's Office of Affordable Housing Preservation. To date, AHA has restructured 23 multi-family assets. Fees earned under this business line are unrestricted. As HUD sunsets this program, however, AHA does not expect any further assignments and this budget does not reflect Mark to Market revenues or expenses.

#### **Georgia HAP Administrators Inc.**

AHA projects that it will remain responsible for administering approximately 7,400 HUD project-based Section 8, FHA-insured apartments in 55 properties owned by independent third parties. AHA earns monthly base fees and quarterly incentive fees as a subcontractor to Georgia HAP Administrators for conducting performance-based reviews based on the level to which the consortium performs in meeting its contract obligation. The distribution of year-end revenue in excess of expenses for Georgia and Illinois is approved by Georgia HAP Administrators Board of Directors at the end of each fiscal year on an equitable basis. Based on current workload projections, AHA anticipates earning \$1.5

million in unrestricted income as a subcontractor of Georgia HAP.

#### **Other Funds**

In addition to the major funds described above, AHA includes the following programs and funds in the category "other funds."

#### **Development and Transaction Fees**

AHA earns development and transaction fees for services it provides in connection with mixed-income revitalization. AHA also earns interest income on subordinated loans made to the Owner Entities of the mixed-income communities. AHA estimates that it will earn \$781,500 in such fees. Although earned in FY2010, the payments will be made in agreed installments upon the achievement of certain development milestones in accordance with the specific financial closing documents.



## Appendix K: FY2010 Budget

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The Housing Authority of the City of Atlanta, Georgia

### **Amendments to the Comprehensive Budget**

In their approval of the Comprehensive Budget, the Board of Commissioners authorize the President and Chief Executive Officer (CEO) and the Chief Financial Officer (CFO) “to do all things necessary and advisable to submit the Budget to the United States Department of Housing and Urban Development (HUD), if so required, and to make such changes as may be required by HUD without the further vote or approval of this Board.”

Commencing in FY2010, the CFO will provide quarterly reports to the Board of Commissioners on the status of revenues and expenditures against the Budget. In addition, all real estate transactions and contracts over \$100,000 will require board approval. If changes in funding estimates or expenditures would significantly affect the board-approved Annual Comprehensive Budget, the President/CEO and the CFO will request authorization from the Board to make necessary changes in the budget.

The CFO monitors the budget and, if required, the CEO and CFO will present a revised budget to the Board for the remainder of the fiscal year.

# APPENDIX L

## Appendix L: Capital Planning

### Major Capital Needs and Projects, Estimated Costs and Proposed Timetables

This section represents AHA's Capital Planning projects using American Recovery and Reinvestment Act (ARRA) funds and MTW Funds. As discussed in the ARRA narrative section of AHA's FY 2011 MTW Annual Plan, AHA received approximately \$26.5 million in ARRA funding. AHA has dedicated approximately \$18.5 million to capital projects and related construction management and design fees, and approximately \$8 million for demolition and related construction management fees. To the extent the \$8 million does not fund all of the demolition costs for the four properties listed below, the balance of such demolition costs will be funded through AHA's MTW Funds. The \$8 million portion of ARRA funding dedicated to demolition is focused on four of the seven QLI Phase II properties: Herndon Homes, Hollywood Courts, Palmer House Highrise and Roosevelt House Highrise.

AHA has established three priorities for the \$18.5 million in ARRA funds dedicated to capital projects:

- (1) the health and safety of our residents,
- (2) sustainability, energy efficiency and the viability of AHA-Owned Residential Properties,
- (3) quality of life enhancements.

The following chart outlines the major work items that will be completed using the ARRA funds. Detail on these work are included in the Annual Statement Part I and II which AHA will update with actual costs once the bids are received. It should be noted that although this Appendix and the Annual Statement Part I and II provide intended uses and dollar amounts for the ARRA funds, to the extent that bids come in favorable for planned work items, AHA may adjust the planned expenditures to include (1) fund the balance of the demolition costs at Palmer House Highrise and Roosevelt House Highrise, based on current cost estimates; (2) additional rehabilitation at AHA-Owned Residential Properties; and/or, (3) implement additional projects identified in AHA's Physical Needs Assessment.

### Planned Expenditures for ARRA Grant

Capital Projects	Account No.	Grant Budget	Property
Dwelling Structures/Major systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements.	1460	\$11,453,460	Barge Road Highrise Cheshire Bridge Road Highrise Cosby Spear Highrise East Lake Highrise Georgia Avenue Highrise Hightower Manor Highrise Juniper and Tenth Highrise Marian Road Highrise Marietta Road Highrise Martin Street Plaza Peachtree Road Highrise Piedmont Road Highrise Westminster

## Appendix L: Capital Planning

### Planned Expenditures for ARRA Grant (continued)

Capital Projects	Account No.	Grant Budget	Property
Site Improvements - Parking lot, sidewalk and street repairs as well as erosion control, landscaping and exterior recreation space enhancements.	1450	\$1,264,546	Barge Road Highrise Cheshire Bridge Road Highrise Cosby Spear Highrise East Lake Highrise Georgia Avenue Highrise Hightower Manor Highrise Juniper and Tenth Highrise Marian Road Highrise Marietta Road Highrise Martin Street Plaza Peachtree Road Highrise Piedmont Road Highrise Westminster
Common Areas - Lobby, common area and specialty function room renovations.	1470	\$1,834,793	Barge Road Highrise Cheshire Bridge Road Highrise Cosby Spear Highrise East Lake Highrise Georgia Avenue Highrise Hightower Manor Highrise Juniper and Tenth Highrise Marian Road Highrise Marietta Road Highrise Martin Street Plaza Peachtree Road Highrise Piedmont Road Highrise Westminster
Non- Dwelling Equipment - Computers, common area equipment, laundry facility washers/dryers	1475	\$450,562	Barge Road Highrise Cheshire Bridge Road Highrise Cosby Spear Highrise East Lake Highrise Georgia Avenue Highrise Hightower Manor Highrise Juniper and Tenth Highrise Marian Road Highrise Marietta Road Highrise Martin Street Plaza Peachtree Road Highrise Piedmont Road Highrise Westminster
Fees and Costs - design and construction management fees for capital projects	1430	\$3,575,807	Barge Road Highrise Cheshire Bridge Road Highrise Cosby Spear Highrise East Lake Highrise Georgia Avenue Highrise Hightower Manor Highrise Juniper and Tenth Highrise Marian Road Highrise Marietta Road Highrise Martin Street Plaza Peachtree Road Highrise Piedmont Road Highrise Westminster

## Appendix L: Capital Planning

### Planned Expenditures for ARRA Grant (continued)

Capital Projects	Account No.	Grant Budget	Property
Fees and Costs - construction management fees for demolition	1430	\$727,273	Herndon Homes Hollywood Courts Roosevelt House Highrise Palmer House Highrise
Demolition	1485	\$7,272,727	Herndon Homes Hollywood Courts Roosevelt House Highrise Palmer House Highrise
<b>Total:</b>		<b>\$26,579,168</b>	

AHA intends to use MTW FY 2011 funds to support the remaining demolition of the QLI properties and to augment both ARRA and EPC projects at AHA-Owned Residential Properties. Capital projects previously budgeted using MTW funds that were underway during FY 2010 and will be completed in FY 2011 are not detailed in the charts. The following charts outline the plan for MTW fund expenses on capital projects and demolition projects in FY 2011:

Demolition Projects using MTW Funds in FY2011	Grant Budget	Property
Demolition, Design and Construction Management Fees	<b>\$3,765,852</b>	Bankhead Homes <sup>1</sup> Bowen Homes <sup>1</sup> Herndon Homes <sup>2</sup> Hollywood Courts <sup>2</sup> Palmer House Highrise <sup>3</sup> Roosevelt House Highrise <sup>3</sup>

- (1) Most of Bankhead and Bowen Homes demolition will be completed in FY2010, but both projects will likely have some work that is not completed until the beginning of FY 2011.
- (2) The original demolition contract amount is funded with ARRA funds. The design and the construction management fees for the design of the Herndon and Hollywood demolition projects are funded by MTW funds. AHA will fund any change orders to these contracts with MTW funds.
- (3) AHA anticipates that the ARRA funding budgeted for these projects will only partially cover the costs of these projects. AHA will use MTW funds to provide the additional funding needed to complete these projects.

## Appendix L: Capital Planning

Capital Projects for MTW Funds in FY2011	Grant Budget	Property
<b>Construction - Ongoing renovations including:</b> <ul style="list-style-type: none"> <li>• Dwelling Structures / Major Systems</li> <li>• Site Improvements</li> <li>• Common Areas</li> <li>• Non-dwelling Equipment / Furniture</li> </ul>	<b>\$5,109,028</b>	Barge Road Highrise Cheshire Bridge Road Highrise Cosby Spear Highrise East Lake Highrise Georgia Avenue Highrise Hightower Manor Highrise Juniper and Tenth Highrise Marian Road Highrise Marietta Road Highrise Martin Street Plaza Peachtree Road Highrise Piedmont Road Highrise Westminster
<b>Fees and Costs - design and construction management fees for capital projects</b>	<b>\$510,903</b>	Barge Road Highrise Cheshire Bridge Road Highrise Cosby Spear Highrise East Lake Highrise Georgia Avenue Highrise Hightower Manor Highrise Juniper and Tenth Highrise Marian Road Highrise Marietta Road Highrise Martin Street Plaza Peachtree Road Highrise Piedmont Road Highrise Westminster

# APPENDIX M

## Appendix M - Previous Year's Expenditures by Line Item

The Atlanta Housing Authority Previous Year's Expenditures by Line Item	
FY 2009	
Operating Expenses:	
Housing Assistance Payments	\$123,618,931
Administrative, including Direct Operating and Corporate and Indirect Overhead Costs	45,274,371
Utilities, Maintenance and Protective Services	27,294,444
Resident and Participant Services	5,223,132
General Expenses	5,251,842
Expenses related to Georgia HAP Administrators, Inc.	614,700
Depreciation and Amortization	7,435,239
<b>Total Operating Expenses</b>	<b>\$214,712,659</b>
Non-Operating Expenses:	
Capital Asset Write-off	\$23,779,910
Demolition and Remediation Expenses	8,773,739
Other Revitalization Expenses	4,098,581
Relocation-related Expenses	13,849,771
Grants to Owner Entities of Mixed-Income Communities for Accessibility Improvements	484,914
Valuation Allowance	3,548,831
Interest Expense	331,821
<b>Total Non-Operating Expenses</b>	<b>\$54,867,567</b>
<b>TOTAL EXPENSES</b>	<b>\$269,580,226</b>



# APPENDIX N



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***Statement of Corporate Policies  
Governing the Leasing and Residency of Assisted Apartments***

Adopted by the Board of Commissioners  
June 16, 2004

*Revision 5*

Amended by the Board of Commissioners  
April 14, 2010

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# The Housing Authority of the City of Atlanta, Georgia

## *Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments* Revision 5 <sup>1</sup>

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<sup>1</sup> The *Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments* (Statement of Corporate Policies) was originally adopted by the Board of Commissioners on June 16, 2004. The Board of Commissioners adopted amendments to the Statement of Corporate Policies on April 25, 2005, September 9, 2005, December 12, 2005, April 25, 2007 and April 30, 2008. The current Revision 5 is based on amendments adopted by the Board of Commissioners on April 14, 2010.

**The Housing Authority of the City of Atlanta, Georgia**  
**Statement of Corporate Policies**  
**Governing the Leasing and Residency of Assisted Apartments**

**PREAMBLE**

This *Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments* (“Statement of Corporate Policies”) is the policy document that governs the leasing and residency of public housing-assisted apartments owned, affiliated, or sponsored by The Housing Authority of the City of Atlanta, Georgia (“Atlanta Housing Authority”). The Statement of Corporate Policies is organized around Atlanta Housing Authority’s guiding principles and its corporate vision, Healthy Mixed-Income Communities.

For purposes of the Statement of Corporate Policies, any apartment that receives public housing operating subsidy, regardless of the ownership structure of the community in which the apartment is located, is referred to as an “Assisted Apartment.” Atlanta Housing Authority-owned public housing developments with Assisted Apartments are referred to as “Affordable Communities.” Privately-owned market rate, mixed income communities with a percentage of Assisted Apartments are referred to as “Signature Communities” or “Mixed-Income, Mixed-Finance Communities.” These communities are owned by a limited partnership or similar ownership structure (“Owner Entity”); are sponsored and/or developed, in part, by Atlanta Housing Authority, who may or may not have a ground lease on the real estate; and are independently operated by the Owner Entity’s managing general partner and professional management company.

Atlanta Housing Authority and the U.S. Department of Housing and Urban Development (HUD) entered into the Amended and Restated Moving to Work Agreement, effective as of November 13, 2008, as further amended by that certain Second Amendment to the Moving to Work Agreement, effective as of January 16, 2009, as may be amended or extended from time to time (“MTW Agreement”). As a result of the statutory and regulatory relief provided to Atlanta Housing Authority under the MTW Agreement, the Statement of Corporate Policies outlines policies that support the creative design and implementation of initiatives to enhance the quality of life of residents, promote resident economic and lifestyle independence and foster the development of excellent, mixed-income communities.

The Statement of Corporate Policies was adopted by Atlanta Housing Authority’s Board of Commissioners on June 16, 2004. Four revisions of the Statement of Corporate Policies have been approved subsequent to the original date of adoption. This is the fifth revision of these policies.

Administrative procedures, processes, protocols, and management practices for any policy, initiative, or approach shall be developed following the intent of the Statement of Corporate Policies and may be amended from time to time at the discretion of Atlanta Housing Authority.

## **PART I- INTRODUCTION**

### **ARTICLE ONE.     OBJECTIVE**

The Statement of Corporate Policies is Atlanta Housing Authority's policy document for the leasing and occupancy of Assisted Apartments in support of Atlanta Housing Authority's Vision of Healthy Mixed-Income Communities; Healthy Self-Sufficient Families.

### **ARTICLE TWO.     MANAGEMENT AND ADMINISTRATION**

1. The Operations Division is responsible for developing and implementing written operating procedures for the Affordable Communities that are consistent with the Statement of Corporate Policies.
2. Owner Entities and their professional private-sector management companies are responsible for developing and implementing written operating procedures for the Signature Communities that are consistent with the Statement of Corporate Policies and to the requirements of other funding sources to the extent that Signature Communities may be subject to stricter requirements. Such operating procedures are subject to review by Atlanta Housing Authority in coordination with the oversight procedures of other funding sources in order to ensure consistency with the intent of all policies and requirements.
3. For the purposes of the Statement of Corporate Policies the written operating procedures under Sections 1 and 2 above are referred to as Management Operating Procedures.
4. For the purposes of the Statement of Corporate Policies, Atlanta Housing Authority and Owner Entity private management companies, collectively or individually, as appropriate, will be referred to as "Management Agent.")

### **ARTICLE THREE.     MOVING TO WORK ANNUAL PLAN**

1. As a Moving to Work agency, Atlanta Housing Authority will establish, implement and evaluate innovative cost-effective affordable housing strategies for Assisted Apartments that are designed to improve operational efficiencies and help low income families achieve greater economic independence.

2. While recognizing that implementation of various policy initiatives may be immediate, progressive, or refined through various activities and demonstration programs, the implementation of those strategic initiatives, not immediately enumerated in Atlanta Housing Authority's Moving to Work (MTW) Annual Plan, may be advanced, provided such strategic initiatives are consistent with the Statement of Corporate Policies and the spirit and intent of the authorizations under the MTW Agreement.

ARTICLE FOUR.     APPLICABILITY OF POLICIES TO APPLICANTS AND RESIDENTS

The Statement of Corporate Policies applies to all Applicants, Residents, and members of Applicant and Resident households, including the heads of household, with respect to their compliance with all policies related to their application for and residency of an Assisted Apartment. The singular use of the terms "Resident" and "Applicant" shall be deemed to include all household members for the purposes of this Statement of Corporate Policies.

ARTICLE FIVE.     SITE-BASED WAITING LIST POLICY

The Site-Based Waiting List Policy established the equitable and consistent administration of independent site-based waiting lists at each AHA-owned Affordable Community and each Signature Community. This policy provides for the fair and equitable selection of eligible and qualified Applicants from a community waiting list rather than from a centralized pool. Although an Applicant can only lease one Assisted Apartment, Applicants have the freedom to submit applications to the site-based waiting list of the community or communities of their choice, provided the site-based waiting list is open and receiving applications.

HUD's Assistant Secretary of Fair Housing and Equal Opportunity approved Atlanta Housing Authority's Site-Based Waiting List Policy for the Olympic Legacy Program by letter dated June 28, 1996. The Mixed-Income, Mixed-Finance Community Site-Based Waiting List Policy Addendum to the Olympic Legacy Program was approved on June 25, 1999. The Affordable Housing Community Site-Based Waiting List Policy was adopted by Atlanta Housing Authority's Board of Commissioners on January 30, 2002. The implementing protocols for the Site-Based Waiting List Policy are memorialized as separate policy documents and are hereby included, by reference, in this Statement of Corporate Policies.

## ARTICLE SIX.

### FAIR HOUSING AND EQUAL OPPORTUNITY

1. Atlanta Housing Authority supports all applicable Federal and State nondiscrimination and fair housing laws and applicable HUD regulations in all housing and program activities. Atlanta Housing Authority monitors fair housing and equal opportunity compliance at all of the communities governed by this Statement of Corporate Policies.
2. Atlanta Housing Authority acknowledges the protections afforded victims under the *Violence Against Women Act*, and has included administrative measures to address those protections in its Management Operating Procedures, as applicable.
3. Atlanta Housing Authority acknowledges the importance of serving Limited English Proficiency (LEP) persons. The extent to which it is determined that a significant number or proportion of the population residing in an Affordable Community is comprised of LEP persons, Atlanta Housing Authority will develop and implement a LEP Plan to address the needs of such persons, as appropriate and in consideration of the cost and availability of resources that would be needed to provide translation services to LEP persons.

## ARTICLE SEVEN.

### REASONABLE ACCOMMODATION

1. Atlanta Housing Authority shall assist persons with disabilities who are Applicants, Residents, employees and visitors to Atlanta Housing Authority offices and communities to participate in programs on the same basis as persons who do not have such disabilities. Atlanta Housing Authority will make reasonable and necessary accommodations for persons with disabilities so that each such person may participate in a meaningful manner, and benefit from, all Atlanta Housing Authority-sponsored programs and activities. These reasonable accommodations shall extend to Atlanta Housing Authority's applications procedures, program participation and facilities enhancement activities.

2. Atlanta Housing Authority and Owner Entities through their respective Management Agents shall (i) set forth a process for Applicants, Residents and members of the public who participate in programs in Affordable Communities and/or Signature Communities to request reasonable accommodations; (ii) provide forms for individuals to request reasonable accommodation(s); (iii) set forth specific procedures regarding the acceptance, processing and disposition of reasonable accommodation request(s), including timeframes; and (iv) provide formal appeal/grievance procedures for individuals who have been denied reasonable accommodation(s).
3. As a component of Atlanta Housing Authority's reasonable accommodation efforts, Atlanta Housing Authority will advise Applicants, Residents, employees and members of the public of the right to effective communication in programs, services and activities. Management Operating Procedures will ensure that:
  - A. Interested persons, including persons with hearing, visual or cognitive disabilities, can obtain information concerning the existence and location of accessible services, activities, and facilities;
  - B. Atlanta Housing Authority, Owner Entities, or Management Agents shall furnish appropriate auxiliary aids and services, where necessary, to afford a person with disabilities an equal opportunity to participate in programs, services and activities. In determining what auxiliary aids are necessary, Atlanta Housing Authority, Owner Entities, or Management Agents shall give primary consideration to the requests of the person with disabilities unless doing so would result in a fundamental alteration of programs or activities, or an undue financial and administrative burden; and
  - C. Residents and Applicants are aware of alternative, non-written methods to request a reasonable accommodation and the availability of forms and information in alternative formats.

#### ARTICLE EIGHT. DECONCENTRATION OF POVERTY

1. In order to realize its corporate vision of Healthy Mixed-Income Communities, Atlanta Housing Authority is pledged to outcomes that lead to the deconcentration of poverty in the management of its Affordable Communities and the creation of market rate, mixed income communities.



2. Atlanta Housing Authority's fair and equitable Site-Based Waiting List Policy for Assisted Apartments at each Affordable and Signature Community strengthens the concepts of community building and housing choice. Based on available housing opportunities, Applicants choose communities according to location, amenities, job opportunities, schools, and neighborhoods. The result is a policy approach that supports the deconcentration of poverty.
3. Under Moving to Work, Atlanta Housing Authority has the authority to pursue locally driven policies, procedures and programs with the aim of developing better, more efficient and effective ways of providing quality, mixed-income housing to low income families
4. Atlanta Housing Authority will also continue to reposition its portfolio of distressed and obsolete public housing developments through a variety of strategies, foremost of which is the transformation of its conventional public housing developments into market-rate, mixed-income communities, each with a seamless affordable component and households having a range of incomes and diverse backgrounds.

#### ARTICLE NINE. FRAUD AND MISREPRESENTATION

1. Applicants and Residents are required to provide truthful, complete information relating to participation in other housing subsidy programs, income from all sources, household composition, and all household background information to qualify for initial eligibility and continued residency in an Assisted Apartment.
2. Applicants and Residents who engage in acts of fraud and misrepresentation are subject to prosecution under State and Federal laws, and where appropriate, will be referred for such prosecution by Atlanta Housing Authority.
3. Any Applicant or Resident who has made any intentional misrepresentation at the time of admission, during any subsequent Lease Renewal Review, or at any other time shall be denied admission or be subject to termination or non-renewal of tenancy, as applicable.
4. Applicants who are denied admission due to intentional misrepresentation of his/her criminal history shall have the right to an informal review as set forth in the Statement of Corporate Policies.

## ARTICLE TEN. PRIVATE SECTOR INNOVATION

In order to take advantage of private sector innovation, Atlanta Housing Authority may make available to the Owner Entities of Signature Communities the least restrictive regulatory requirements to achieve goals in accordance with the MTW Annual Plan. Owner Entities may engage in innovative activities in developing and implementing management practices and streamlined processes; higher community standards; and quality of life initiatives in order to create quality living environments.

1. Owner Entities are authorized, subject to the approval of the Atlanta Housing Authority, to create, adopt and implement their own occupancy, leasing and rent policies for public housing-assisted Residents and eligible Applicants with respect to their communities.
2. Innovative policies and procedures could include, but are not limited to, new rent structures such as affordable fixed rents; standard deductions; application and waiting list procedures; eligibility and/or suitability criteria; meaningful economic independence milestones; and term limits.
3. Such innovative policies and procedures, once approved by Atlanta Housing Authority, will supplement and will not be considered in conflict with this Statement of Corporate Policies and Atlanta Housing Authority's requirements for Assisted Apartments.

## **PART II - APPLICANT AND RESIDENT SUITABILITY**

### ARTICLE ONE. DEFINITIONS OF FAMILY

1. A Family is defined as two or more persons who may or may not be related that are residing together in the same household.
2. An Elderly Family is defined as a Family in which the head-of-household, spouse, or sole adult member of the household is age 62 or older.
3. A Disabled Family is defined as a Family in which the head-of-household, spouse, or sole adult member of the household is a person with a verifiable disability.

4. Any member of an Elderly Family or Disabled Family who is not elderly (62 years or older) or a person with a verifiable disability, other than an approved live-in-aide or a household member who is otherwise needed in the home as a reasonable accommodation to care for an elderly and/or disabled household member based on verifiable circumstances for a recognized period of time, must be in compliance with the qualifications outlined in Article Two and Article Four of this Part II.

## ARTICLE TWO. DETERMINING CRITERIA

1. An Applicant desiring to lease an Assisted Apartment must first demonstrate that (a) Applicant meets one of the definitions of Family and is an eligible low income household based on total annual household income pursuant to and verified according to U. S. Department of Housing and Urban Development (HUD) rules and regulations and as provided in Atlanta Housing Authority's MTW Annual Plan; (b) Applicant satisfies HUD's statutory and regulatory requirements for citizenship/eligible immigrant status; (c) each school-age member of the Applicant's household who is under 18 years of age and who has not completed her/his secondary education may be required to enroll and attend an accredited public or private secondary academic or technical school (d) provided the Applicant household is not an Elderly Family or a Disabled Family as defined in Article One of this Part II, at least one adult member of the Applicant household, 18 years of age or older, is either legally and gainfully employed on a full-time basis for at least 30 hours per week or legally and gainfully self-employed in a legitimate business enterprise, appropriately documented, for at least 30 hours per week as defined by the Management Operating Procedures; (e) each other member of the Applicant's household, 18 years of age and older, including each other household member in an Elderly Family or Disabled Family, is either (1) legally and gainfully employed or self-employed (as described above) on a full-time basis for at least 30 hours per week; (2) a full-time student at an Atlanta Housing Authority recognized school or institution; (3) employed (but not self-employed) on a part-time basis and either attending an Atlanta Housing Authority recognized school or institution on a part-time basis or participating in an Atlanta Housing Authority-approved training program for a combined minimum total of 30 hours per week for employment and education/training;

(4) elderly; or (5) disabled; and (f) Applicant would be a suitable Resident based on past satisfactory behavior including, but not limited to, housekeeping performance, acceptable payment records for rent and/or utilities (as applicable), acceptable credit history, acceptable criminal background record, and a commitment to abide by the Dwelling Lease offered to eligible Applicants (the "Lease").

2. A Resident of an Assisted Apartment must continue to demonstrate that the Resident is a suitable Resident based on satisfactory behavior as a renter including, but not limited to, housekeeping performance, good payment records for rent, other charges and utilities, satisfactory record of lease compliance, and an acceptable criminal background record.
3. All Applicants and Residents must certify at application, and Residents must certify at recertification, that they have the ability to comply with all requirements of the Lease, including, but not limited to, those which require the ability to exit the building in the event of an emergency and such other related certifications as deemed appropriate by Atlanta Housing Authority, without Atlanta Housing Authority having to provide services beyond those stated in the Lease. This responsibility applies to all Applicants and Residents, including those Applicants and Residents who may have physical or mental impairments that otherwise cannot be addressed by reasonable accommodations.

### ARTICLE THREE. INITIAL LEASING CONSIDERATIONS

1. An Applicant desiring to lease an Assisted Apartment must apply at the community or communities of the Applicant's choice according to the Management Operating Procedures.
2. An Applicant who applies will be placed on the applicable site-based waiting list for the community or communities in accordance with the Applicant Selection Policies.
3. Certain communities with Assisted Apartments may require Applicants to pay an appropriate non-refundable leasing fee, which may be applied to the Applicant's security deposit, provided the Applicant is offered and accepts the offer of an Assisted Apartment.
4. Applicants will provide all information on all household members requested in the application for admission on the form in use by the Management Agent.

5. The application for admission will give persons with disabilities the opportunity to (i) specify whether they need a unit with accessible features and describe the necessary accessibility features they require; (ii) specify if they require reasonable accommodation(s) in their housing and/or during the application process; and (iii) request a copy of Atlanta Housing Authority's Reasonable Accommodation Policy.
6. Application information for Applicants will include the name and contact information of the Management Agent for each community, and the name and contact information of Atlanta Housing Authority's Section 504/ADA Coordinator, including the TDD/TTY number or Georgia Relay Service telephone number.

#### ARTICLE FOUR. APPLICANT SELECTION POLICIES

Applicants for Assisted Apartments, whether located in Affordable Communities or Signature Communities, will be placed on the applicable site-based waiting list in accordance with the requirements as set forth in this Article Four.

1. Order of Applicant Selection for Communities where the Resident Population is comprised of Elderly, Almost-Elderly and/or Non-Elderly Disabled Residents:
  - A. To be considered for a Community for Elderly, Almost-Elderly and/or Non-Elderly Disabled Residents, an Applicant must be a household whose head or spouse (if married) or sole member is:
    - (i) Elderly (62 years of age or older);
    - (ii) Almost Elderly (55-61 years of age); or
    - (iii) Non-Elderly Disabled (a person less than 62 years of age with a disability).

Applicants who do not qualify as outlined above are not eligible for admission.

- B. Atlanta Housing Authority pursuant to its MTW Annual Plan will strive to achieve an optimal balance of Elderly, Almost Elderly, and Non-Elderly Disabled Residents in senior communities that do not have a designation pursuant to paragraph C of this Section. The Management Agents of such communities shall be permitted to admit applicants from the waiting list at a ratio of four (4) Elderly and Almost Elderly Applicants to one (1) Non-Elderly Disabled Applicant in order to achieve the optimal balance.

- C. Atlanta Housing Authority in accordance with its Moving to Work Annual Plan may designate up to 100% of the Assisted Apartments in a community for Elderly, Almost Elderly, or Non-Elderly Disabled Residents, as applicable and appropriate.
  - D. In the event there is an insufficient number of Elderly and Almost Elderly Applicants to admit to Assisted Apartments pursuant to paragraphs B and C above, Atlanta Housing Authority may, in its sole discretion, exercise its authority to permit Elderly and/or Almost Elderly Applicants on the Housing Choice Program waiting list to be selected for screening and admission, if approved, to a senior community with Assisted Apartments.
  - E. To the extent that either a current Resident or eligible Applicant requires the accessibility features of an available Uniform Federal Accessibility Standards Unit ("UFAS-Accessible Unit"), the requirements in Article Five of this Part II will take precedence in the order of selection.
2. Order of Applicant Selection for a Community.
- A. The order of selection of an Applicant from a site-based waiting list in a community with Assisted Apartments will be according to the ranking of the Applicant's application by either date-and-time of application or lottery, as applicable. To the extent that either a current Resident or eligible Applicant requires the accessibility features of an available Uniform Federal Accessibility Standards Unit ("UFAS-Accessible Unit"), the requirements in Article Five of this Part II will take precedence in the order of selection.
  - B. Provided the Applicant is not an Elderly Family or a Disabled Family as defined in Article One of this Part II, at least one adult member of the Applicant household, 18 years of age or older, must be either legally and gainfully employed on a full-time basis for at least 30 hours per week or legally and gainfully self-employed in a legitimate business enterprise, appropriately documented, for at least 30 hours per week as defined by the Management Operating Procedures; and all other members of the household, including such other household members in an Elderly Family or Disabled Family, must be either:

- i. 18 to 61 years old and legally and gainfully employed or self-employed (as described above) on a full-time basis at least 30 hours per week;
  - ii. 18 to 61 and attending an Atlanta Housing Authority recognized school or institution as a full-time student;
  - iii. 18 to 61 years of age and engaged in a combination, totaling at least 30 hours per week, of legal employment (but not self employment), education (attending an Atlanta Housing Authority recognized school or institution) and/or participation in an Atlanta Housing Authority-approved training program ;
  - iv. Elderly; or
  - v. Disabled.
- 3. General Considerations for Applicant Selection from a Site-Based Waiting List.
  - A. To be eligible for selection, an Applicant's eligibility and qualifications must be verified through appropriate documentation as reasonably required by the Management Agent in the Management Operating Procedures.
  - B. An Applicant's placement on a site-based waiting list at an Affordable Community and/or Signature Community shall be based on either the date-and-time of application or a random method such as a lottery, as determined by the Management Agent in accordance with the Statement of Corporate Policies and the Management Operating Procedures. In either case, to the extent that either a current Resident or eligible Applicant requires the accessibility features of an available Uniform Federal Accessibility Standards Unit ("UFAS-Accessible Unit"), the requirements in Article Five of this Part II will take precedence in the order of selection.
  - C. The site-based waiting list will be opened following a public notice which will contain the following information:
    - i. Location of the Affordable or Signature Community where applications may be placed;
    - ii. Availability of Assisted Apartments by bedroom size;
    - iii. Explanation of basic eligibility criteria for Applicants; Special Qualifications, if any (e.g. work/program requirement);

- iv. Method of Selecting Applications (date and time of application, or by a random method such as a lottery);
- v. Fair Housing Logo or statement; and
- vi. Accessibility Logo or statement.

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- D. If the public notice does not include the closing date of the site-base waiting list then a separate public notice must be published to announce the closing date of the site-based waiting list.
- E. The Management Agent will ensure that the opening and/or closing of a site-based waiting list will be published in selected newspapers of general public circulation, including minority and foreign language newspapers (for persons with LEP) that may be available to potential Applicants in order to ensure fair and equitable marketing efforts. The selection of such newspapers will be in accordance with the Management Operating Procedures and/or Affirmative Fair Housing Marketing Plan, as applicable.
- F. The method used in ranking Applicants on the site-based waiting list for an Assisted Apartment determines the organization of applicants on the site-based waiting list. Applicants ranked by date-and-time of application will be organized according to bedroom size eligibility whereby the application with the earliest date-and-time will be first. Applicants ranked by lottery will be organized according to bedroom size eligibility in sequential numerical order, first to last, of the random selection. In the case of the reoccupancy of a revitalized community, eligible returning residents of the former public housing project will be placed on the applicable site-based waiting list and given first consideration as Applicants for an Assisted Apartment prior to any consideration given to other Applicants who were placed on the applicable site-based waiting list according to a public notice.
- G. The maintenance of a site-based waiting list with respect to updating applications, notice letters, and purges will be detailed in the Management Operating Procedures.



4. General Consideration for Mixed-Income, Mixed-Finance Communities
  - A. At least five percent (5%) of all Assisted Apartments in Mixed-Income, Mixed-Finance Communities will be available to eligible and qualified Applicants and Residents with disabilities who require UFAS-Accessible Units, provided the Assisted Apartment unit count remains within the limits established by the governing legal and financial agreements should the percentage exceed five (5%).
  - B. While still subject to the requirements of the Low Income Housing Tax Credit program under Section 42 of the federal Internal Revenue Code, and in consideration of the expected income levels of residents of apartments other than Assisted Apartments being contemplated by Owner Entities of Mixed Income Mixed Finance communities with Assisted Apartments, such Owner Entities are hereby permitted to manage admissions to an appropriate goal of a broad range of incomes whereby fifty percent (50%) of Assisted Apartments would be occupied by Resident families with incomes less than thirty percent (30%) of area Median Income for the Atlanta, Georgia MSA (adjusted for family size) and fifty percent (50%) by Resident families with incomes equal to or greater than thirty percent (30%) Median Income for the Atlanta, Georgia MSA (adjusted for family size).

ARTICLE FIVE. ORDER OF SELECTION FOR UFAS-ACCESSIBLE UNITS

1. Atlanta Housing Authority identifies and prioritizes the needs of eligible Residents and Applicants who require the accessibility features of a UFAS-Accessible Unit in a centralized database according to the date and time of a Resident's transfer request, or the date and time or ranking by lottery, as applicable, of an Applicant's application. This database ("UFAS-Accessible Unit Database") maintains data on such Residents and Applicants for both the Affordable Communities and Signature Communities.
2. Each Affordable Community and each Signature Community will maintain a separate, site-based UFAS-Accessible Unit Waiting List ("UFAS Waiting List") for eligible Applicants and Residents with disabilities that require UFAS-Accessible Units.

3. The UFAS-Accessible Unit Database is established to provide:
  - A. Direct assistance to Residents and Applicants with disabilities, upon request, in the application for an available UFAS-Accessible Unit in any Affordable Community or Signature Community;
  - B. A process for notifying and referring residents from the database to the Affordable Communities and Signature Communities with openings on the respective site-based UFAS Waiting Lists;
  - C. A process for notifying and referring Applicants from the database to the Affordable Communities and Signature Communities with openings on the respective site-based UFAS Waiting Lists; and
  - D. A method for monitoring the maximization of occupancy of Assisted Apartments that are UFAS-Accessible Units, in Affordable Communities and Signature Communities, by Residents who require the accessibility features of those units.
4. When a UFAS-Accessible Unit becomes available in the appropriate bedroom size in an Affordable Community, the Management Agent shall offer the UFAS-Accessible Unit as follows:
  - A. First, to a current Resident with disabilities in an Affordable Community who is being relocated due to Atlanta Housing Authority revitalization activities and who requires the accessibility features of the available UFAS-Accessible Unit;
  - B. Second, to a current Resident with disabilities in the same Affordable Community who requires the accessibility features of the available UFAS-Accessible Unit and is occupying a unit without those features;
  - C. Third, if there is no current Resident in the same Affordable Community who requires the accessibility features of the available UFAS-Accessible Unit and wishes to reside in that unit, then it will be offered to an eligible, qualified current Resident with disabilities, according to date and time of transfer request, residing in another Affordable Community, who requires the accessibility features of the available, UFAS-Accessible Unit and is occupying a unit without these features;

- D. Fourth, if there is no current Resident in any Affordable Community who requires the accessibility features of the vacant, UFAS-Accessible Unit and wishes to reside in that unit, then it will be offered to an eligible, qualified current Applicant with disabilities, according to date and time of application on the site-based waiting list of the same Affordable Community who requires the accessibility features of the available UFAS-Accessible Unit;
  - E. Fifth, if there is no qualified Applicant on the site-based waiting list of the same Affordable Community who requires the accessibility features of the vacant, UFAS-Accessible Unit, then it will be offered to an eligible, qualified Applicant with disabilities, according to date and time of application, on the site-based waiting list of another Affordable Community who requires the accessibility features of the available, UFAS-Accessible Unit; and
  - F. Sixth, if there is not an eligible, qualified Resident or Applicant with disabilities in the Affordable Communities who wishes to reside in the available, UFAS-Accessible Unit, then the unit may be offered to the next Applicant or Resident, according to the date and time of the transfer request or application, in the Affordable Community who does not need the accessibility features of the unit. The occupying Resident will sign a lease or lease addendum that requires the Resident of any UFAS-Accessible Unit in an Affordable Community who does not need the accessibility features of that unit to relocate, at no expense to the Resident, to a vacant, non-accessible unit within thirty (30) days of notice by the Affordable Community when there is an eligible, qualified current Applicant or Resident with disabilities who requires the accessibility features of the unit.
5. When an Assisted Apartment that is a UFAS-Accessible Unit becomes available in the appropriate bedroom size in a Signature Community, the Management Agent shall offer the UFAS-Accessible Unit to Residents and/or Applicants, as follows:
- A. First, to a current Resident with disabilities in the same Signature Community who requires the accessibility features of the available, UFAS-Accessible unit and is occupying a unit without those features;

- B. Second, if there is no current Resident in the same Signature Community who requires the accessibility features of the vacant, UFAS-Accessible Unit and wishes to reside in that unit, then it will be offered to an eligible, qualified current Applicant for an Assisted Apartment, according to date and time of application, on the site-based waiting list of the same Signature Community who requires the accessibility features of the available, UFAS-Accessible Unit;
- C. Third, if there is no qualified Applicant for an Assisted Apartment on the site-based waiting list of the same Signature Community who requires the accessibility features of the vacant UFAS-Accessible Unit, then the Signature Community will coordinate with Atlanta Housing Authority's Section 504/ADA Coordinator for referrals from the Affordable and Signature UFAS-Accessible Unit Database. If Atlanta Housing Authority identifies a current Resident or Applicant on the Affordable and Signature UFAS-Accessible Unit Database, Atlanta Housing Authority shall refer the Resident or Applicant, according to date and time of transfer request or application, to the Signature Community; and
- D. Fourth, if there is no eligible, qualified Resident or Applicant with disabilities in the Signature Community or referred by Atlanta Housing Authority pursuant to a review of the Affordable and Signature UFAS-Accessible Unit Database, who wishes to reside in the available, UFAS-Accessible Unit, then the unit may be offered to the next Applicant or Resident, according to date and time of transfer request or application, in the Signature Community who does not need the accessibility features of the unit. The occupying Resident will sign a lease or lease addendum that requires the Resident of any UFAS-Accessible Unit in a Signature Community who does not need the accessibility features of that unit to relocate, at no expense to the Resident, to a vacant, non-accessible unit within thirty (30) days of notice by the Signature Community when there is an eligible, qualified current Applicant or Resident with disabilities who requires the accessibility features of the unit.

## ARTICLE SIX.

### SCREENING OF APPLICANTS AND RESIDENTS

1. Applicants and Residents, at least 16 years of age or older, are subject to initial and ongoing screening to ensure that they can demonstrate their current and continued suitability as a Resident of a community with Assisted Apartments. The Management Agent shall be responsible for: (1) screening household members 16 years old and over; and (2) ensuring that all background information, including deductions and allowances, are properly verified.
2. Applicants shall undergo and complete the screening process prior to the offer of an Assisted Apartment. Residents shall undergo and complete the screening process annually, on an interim basis, or over some longer interval of time in accordance with the MTW Annual Plan.
3. Screening practices that are common and customary for the purpose of leasing apartments in the State of Georgia shall be utilized including, but not limited to examination of landlord and dispossessory records; review of past and current apartment management records; review of housekeeping performance based on a home visit; and requesting credit reports, utility records, and criminal background histories.
4. Applicants and Residents are required to execute authorization forms allowing the Management Agent to conduct any background check, examination, or verification required for appropriate determinations under the initial or periodic reexamination process. The period of the authorization will be established in the Management Operating Procedures.
5. Applicants and Residents are required to cooperate with the Management Agent during the screening process by providing truthful, complete information relating to all income, household composition, criminal history background, and all other household background information.
6. An Applicant with an unsatisfactory screening report will be denied and sent a suitability denial notice. A Resident household with an unsatisfactory screening report will be subject to termination or nonrenewal of the Resident household's Lease.

7. Applicants and Residents with unsatisfactory screening reports will be presented with a suitability denial notice, which will include a copy of any adverse report(s) or reason(s), and the opportunity to dispute the accuracy and relevance of the adverse report(s) or reason(s). Applicants and Residents desiring to dispute such determinations, including those with adverse criminal history reports, may do so as set forth in the Statement of Corporate Policies, as applicable, based on the circumstances.
8. Atlanta Housing Authority and Management Agents may share information with one another on the denial of admission of Applicants and the termination of Residents in order to avoid any duplication of effort and ensure the integrity of the screening process.

#### ARTICLE SEVEN. CRIMINAL HISTORY SCREENING

Atlanta Housing Authority, Owner Entities, and/or Management Agents may deny admission to Applicants or terminate or not renew the leases of Residents if any of their household members are or have been engaged in criminal activity that could reasonably be expected to indicate a threat to the health, safety or welfare of other residents, Atlanta Housing Authority, Owner Entity, and/or Management Agent staff.

##### 1. OFFENSES SPECIFICALLY IDENTIFIED BY HUD

- A. Pursuant to 24 CFR § 960.204, Applicants may be denied admission if any member of their households:
  - i. Has been evicted from federally assisted housing for drug-related criminal activity within the three year period preceding application;
  - ii. Is currently engaging in the illegal use of drugs;
  - iii. Has ever been convicted of drug-related criminal activity for manufacture or production of methamphetamine on the premises of federally assisted housing;
  - iv. Is subject to a lifetime registration requirement under a State sex offender registration program; or

- v. Is abusing or demonstrates a pattern of abuse of alcohol that may threaten the health, safety, or right to peaceful enjoyment of the premises by other residents.

B. Residents will also be subject to termination if, subsequent to admission, Atlanta Housing Authority determines that any of the statements included in Paragraph A above were applicable to Resident households at the time of admission.

## 2. VIOLENT OR DRUG-RELATED OFFENSES

Applicants may be denied admission and Residents may be subject to termination of tenancy if any member of their households have been convicted of, arrested or under an outstanding warrant for, or reasonably believed to be engaged in any Violent or Drug-Related Offenses. Examples of Violent or Drug-Related Offenses include, but are not limited to, the following:

- A. Homicide, Murder, Voluntary Manslaughter;
- B. Rape, Sexual Battery, other Aggravated Sex-Related Crimes;
- C. Child Molestation, Child Sexual Exploitation;
- D. Drug Charges;
- E. Kidnapping, False Imprisonment;
- F. Terrorism;
- G. Arson;
- H. Possessing, Transporting or Receiving Explosives or Destructive Devices with the Intent to Kill, Injure, Intimidate or Destroy;
- I. Assault and Battery (Simple and Aggravated);
- J. Trafficking, Distribution, Manufacture, Sale, Use, or Possession of Illegal Firearms;
- K. "Carjacking;"
- L. Robbery;
- M. Hate Crimes;

- N. Criminal Damage to Property Endangering Life, Health and Safety;
- O. Aiding and Abetting in the Commission of a Crime Involving Violence; and
- P. Other Violent or Drug-Related Offenses that may Pose a Threat to Public Health and Safety.

3. OTHER CRIMINAL OFFENSES (Not Violent or Drug-related)

Applicants may be denied admission and Residents may be subject to termination of tenancy if any member of their households have, within the five year period preceding application or at any time during tenancy, been convicted of, arrested or under an outstanding warrant for, or reasonably believed to be engaged in any other criminal offenses that do not involve violence or drugs. Examples of Other Criminal Offenses (not violent or drug-related) include, but are not limited to the following:

- A. Child Neglect;
- B. Disorderly Conduct;
- C. Abuse or Pattern of Abuse of Alcohol (to the extent such abuse poses a threat to the health, safety, or peaceful enjoyment of the premises by other residents);
- D. Motor Vehicle Theft;
- E. Burglary, Larceny, Receiving Stolen Goods;
- F. Prostitution and Solicitation of Prostitution;
- G. Vandalism; and
- H. Other Offenses that may Pose a Threat to Public Health and Safety but do not involve Violence or Drugs.



#### 4. ADVERSE CRIMINAL HISTORY DECISIONS

A. NOTICE: Denied Applicants and Residents for whom termination is proposed will receive a written notice outlining:

- i. The specific reasons for the denial or proposed termination;
- ii. The dispute process; and
- iii. The process for requesting reasonable accommodation in the dispute process for persons with disabilities.

B. Dispute Process Available to Applicants Denied for Criminal History

- i. INFORMAL REVIEW: Denied Applicants have the right to request an informal review by an impartial person designated by the Management Agent who did not have any prior role in processing the Applicant's application and who is not the subordinate of the person who made the initial decision. Informal reviews must be requested in writing within ten (10) days from the date of receipt of the denial notice. If the Applicant requires assistance with making a written request, the Applicant may come into the management office before the end of the ten (10) day period to request assistance with the written request. If the Applicant does not submit a written request for an informal review within this time period, the decision will be considered final.
- ii. DOCUMENT REVIEW: Prior to the informal review, a denied Applicant may request an opportunity to examine the application file and to copy any relevant documents at the Applicant's cost.
- iii. WITNESSES AND REPRESENTATIVES: The Applicant may bring witnesses, representatives (including attorneys) or letters of support to the informal review. In the event the Management Agent presents any witnesses, the Applicant will have a right to cross-examine them.

- iv. DISPOSITIONS: Denied Applicants are encouraged to bring to the informal review a copy of the disposition of the criminal offenses which form the basis of the denial. If, however, a denied Applicant admits that he or she committed a crime, was convicted of a crime or that he or she entered a guilty plea for the criminal offense in question, the Applicant will not be required to provide additional information regarding a criminal conviction or a guilty plea. This does not mean, however, that an Applicant who admits to committing a crime, was convicted of a crime or entered a guilty plea will not be allowed to discuss the circumstances or any of the review considerations set forth below if he or she wants the Management Agent to consider such additional information.
- v. REVIEW CONSIDERATIONS: At the informal review, a denied Applicant may present, and Management Agent will consider, evidence (including verbal and written statements) of the following:
  - a. Circumstances: Circumstances of the criminal case(s) and mitigating or aggravating circumstances;
  - b. Conduct: The time, nature and extent of the Applicant's conduct (including the severity of the conduct and the seriousness of the offense);
  - c. Future Danger: Whether the conduct indicates that the Applicant would pose a danger to the health, safety or welfare of other residents; whether the Applicant has been rehabilitated so as not to pose such a danger; and other facts which would prevent the Applicant from posing a danger.
- vi. REVIEW DECISIONS: A written review decision should be provided to the denied Applicant within ten (10) days following the informal review or , if the reviewer requested additional information from the Applicant, within ten (10) days following the date the information was submitted, or was due if not submitted, whichever comes first. If the reviewer's decision is to deny the application, the decision shall set forth the reasons for the denial in detail.

- C. Residents subject to Lease termination who desire to dispute the accuracy and relevance of the criminal history information may do so as set forth in Part III, Article Seven: "Disputing Decisions of Manager."

### **PART III - RESIDENT BENEFITS AND OPPORTUNITIES**

#### **ARTICLE ONE. RENT, INDIVIDUAL DEVELOPMENT ACCOUNTS, AND SECURITY DEPOSITS**

1. Residents are required to pay rent according to the instructions provided by the Management Agent pursuant to the terms of the Lease.
2. Atlanta Housing Authority may, from time to time, establish various rent structures that will combine the rent charged to Residents with the budgeted federal subsidy in order to balance affordability and operating expenses to ensure that the financial obligations of each community with Assisted Apartments are covered.
3. Rent structures will be evaluated on a property-by-property basis with the goal of using the rent structure that best positions the individual community to remain self-sustaining. The appropriate rent structure for each community with Assisted Apartments may be established by using one or a combination of the following income and non-income based approaches:
  - A. "Income Adjusted Rent" which is a rent structure based on a percentage of the Resident's adjusted household income; and/or
  - B. "Affordable Fixed Rent" which is a rent structure based on several property-related factors, including, but not limited to, the particular community in question, location, unit size, operating costs and other expenses, demand for the community, community demographics, and the amenity package.
4. When the Income Adjusted Rent and the Affordable Fixed Rent are available in the Resident's community, the amount of a Resident's rent will be based on whether a Resident selects either the "Income Adjusted Rent," or an "Affordable Fixed Rent."

5. When the Income Adjusted Rent and the Affordable Fixed Rent are available in the Resident's community, a Resident will be subject to a "Rent Adjustment Fee" if the Resident changes the method of rent payment during the calendar year, unless the Resident can document a hardship reason as to why the change is necessary.
6. Affordable Fixed Rents may be the only rent structure offered in certain communities identified under Atlanta Housing Authority's Annual MTW Plan. Income-adjusted Rents will not be available in those communities. All Residents residing in these communities will have to pay the applicable Affordable Fixed Rent for Assisted Apartments in accordance with the schedule established for their community.
7. Atlanta Housing Authority, in its discretion, may establish fixed-rate, or standard deduction and asset determination procedures to be used in calculating Income-Adjusted Rents. Standard income deductions would replace the calculation of income deductions based on actual expenses. Asset determinations would examine the nature and value of the asset in establishing procedures for setting a schedule of assets that would or would not be used in calculating Income-Adjusted Rents. The President and Chief Executive Officer, as approved by the Atlanta Housing Authority Board of Commissioners, is authorized to approve revisions to the schedule of Standard Income Deductions and revisions to the treatment of assets.
8. Resident, or any Resident household member, whose employment status was either (i) reasonably relied upon by the Management Agent in determining the Resident's initial eligibility for admission; or (ii) achieved to satisfy Atlanta Housing Authority's work requirement and related policies, who then becomes unemployed due to her/his resignation, quitting, termination for cause, or other reasons based on the Resident's or Resident household member's actions after the execution of the Lease for an Assisted Apartment and during the Resident's ongoing term of tenancy in an Assisted Apartment, shall not receive any rent relief as a result of the loss of employment and shall continue to pay the Income Adjusted Rent or Affordable Fixed Rent based on prior employment status, as applicable, for the Resident in the Assisted Apartment.

This provision may be waived if the Resident can document to the satisfaction of the Management Agent, with the burden of proof on the Resident, that the reason for the Resident's loss of employment was based on an event that was beyond the control of the Resident and for which the Resident was not at fault.

9. Residents paying an Income Adjusted Rent must pay a minimum rent of \$125, or such lesser or greater amount as Atlanta Housing Authority may set from time to time.
10. The minimum rent requirement does not apply to Resident households, in which all household members are either elderly and/or disabled, and whose sole source of income is Social Security, SSI, or other fixed annuity pension or retirement plans. Such Resident households will still be required to pay the Income Adjusted Rent or Affordable Fixed Rent, as applicable.
11. AHA, in determining annual household income, will disregard the employment income of an Elderly Person or Non-Elderly Disabled Person whose sole source of income is Social Security, SSI, and/or other similar fixed income received from a verified plan (Annual Fixed Income), provided the employment income does not reduce or result in the discontinuance of the Elderly Person's or Non-Elderly Disabled Person's sole source of Annual Fixed Income. This policy is applicable to all AHA housing assistance programs and serves as the replacement for any applicable HUD rules and regulations. AHA, in its discretion, may establish reasonable verification procedures and documentation requirements to ensure program integrity.
12. Such Elderly and Non-Elderly Disabled Residents will still be expected to pay the Income Adjusted Rent based on the Annual Fixed Income and any adjustments to the Annual Fixed Income.
13. Security deposits shall be maintained at such levels as Atlanta Housing Authority, Owner Entities, and/or Management Agents may determine based on the bedroom size and the particular community with Assisted Apartments.
14. Generally, Atlanta Housing Authority does not expect that the establishment of a new minimum rent or other rent structure described in paragraph 3 of this Article will create a hardship since no such rent initiatives will go into effect without providing at least sixty (60) days advance notice. Even so, a household who has previously paid one or more months of rent but is unable to pay the minimum rent, due to extraordinary financial distress, may request hardship consideration.

- A. A hardship may exist for a Resident household when any one of the following circumstances is present: (i) the household is no longer eligible for (through no fault of the household) or is waiting for an eligibility determination for a Federal, State, or local assistance program; (ii) the income of the household has decreased because of extraordinary changed circumstances, including loss of employment (through no fault of the household); (iii) although the household is diligently seeking to increase the household's income, the increase is not yet sufficient to fully pay the new rent ; or (iv) such other extraordinary circumstances as the Management Agent may determine.
- B. The Management Agent shall promptly investigate any request for hardship and take appropriate actions based on whether a hardship is established and the Resident household is otherwise complying with its obligations under an approved economic independence program and the planning documents formulated for the household.
- C. Such actions under paragraph B above may include, but not be limited to:
  - i. Temporary suspension of the minimum rent requirement under such terms as the Management Agent shall direct. Such suspensions shall not last greater than ninety (90) days unless otherwise extended upon the written request of the Resident household based on verifiable circumstances reasonably affecting the Resident household's ability to pay the minimum rent. The period of the temporary suspension may be extended by the Management Agent after supervisory review and documented approval of the request;
  - ii. Accelerated enrollment in one of Atlanta Housing Authority's approved economic independence program components;
  - iii. Referral to third party agencies who assist residents with the payment of rent; and
  - iv. Such other actions as the Management Agent shall direct.
- D. The Resident household will not be required to pay minimum rent arrearages that accumulated during the entire period of an approved temporary suspension of the minimum rent as set forth in paragraph C above.

## ARTICLE TWO.     BASIC LEASE OBLIGATIONS AND RESPONSIBILITIES

1. Residents are to live in the apartment in such a manner so as to not adversely impact the quiet, peaceful enjoyment of the premises by other residents while meeting all of the obligations set forth in the Lease, including, but not limited to, those obligations relating to the work requirement, housekeeping, other health and safety concerns, criminal activity prohibitions, reporting criminal activity on the premises, and economic independence initiatives.
2. Each Resident household must undergo a “Lease Renewal Review” or recertification process in a manner and at a frequency determined by the Management Agent based on the particular community in which the Resident resides. Lease Renewal Reviews may be conducted annually, on an interim basis, or over some longer interval of time according to the Moving to Work Annual Plan and as established in the Management Operating Procedures.
3. All household members, 16 years of age or older, are required to execute authorization forms allowing the Management Agent to conduct any background check, examination, or verification required for appropriate determinations under the initial or periodic recertification process in order to ensure Residents meet all criteria for continued occupancy. The period of the authorization will be established in the Management Operating Procedures.
4. Each adult Resident (18 to 61 years of age) is required to be gainfully employed on a full-time basis (see Part Two, Article Four) unless the resident is Elderly or Disabled.
5. Resident households with adult members who are neither Elderly nor Disabled and who are not legally and gainfully employed or self-employed on a full-time basis as defined by the Management Operating Procedures are subject to Lease termination.

6. The Management Agent may approve, in its sole discretion subject to verification, any combination of full-time or part-time gainful employment and full-time or part-time attendance at an Atlanta Housing Authority-recognized school, institution, and/or Atlanta Housing Authority-approved training program, provided that, when combined, total a minimum number of 30 hours equivalent to the full-time employment required in accordance with eligibility and qualification requirements of this Statement of Corporate Policies.
7. Any Resident, who loses Resident's job or welfare benefit for whatever reason due to Resident's own fault, shall continue to pay the Rent based on the Resident's prior employment income or welfare benefit status, unless the Resident can document to the satisfaction of the Management Agent, with the burden of proof on the Resident, that the reason for the Resident's loss of employment or welfare benefit was not the Resident's fault.
8. Residents who are not working full-time may be required to enroll and satisfactorily participate in an established and Atlanta Housing Authority-approved economic independence program, and may be required to have part-time employment.
9. Each Resident, regardless of the Resident's work status (full or part-time employment), may be required to participate in an approved economic and life-style initiative that has as one of its components, the completion of an approved planning document, which charts out a path for the Resident towards economic, and life-style independence and devises strategies to address any barriers confronting the Resident.
10. Each adult Resident (18 to 61 year old), who is enrolled in and attending a training component of an approved economic independence program, or attending school, but is not in training or class at least 30 hours per week, must work the required number of hours to achieve, at a minimum, a combination of training/schooling *and* work hours of 30 hours per week.
11. Upon review of a Resident's circumstances related to a verified disability of a member or members of the Resident household, the Management Agent may consider and document extensions of the work/program participation requirement as a reasonable accommodation if justified by the circumstances.



12. HUD established the Community Service and Self-Sufficiency Requirement (CSSR) which requires most unemployed public housing residents ages 18 - 61, who are not receiving TANF benefits, exempt from work requirements, engaged in work activities or unable to comply because of a disability, to contribute the HUD-specified number of hours each month to community service or an economic self-sufficiency program. Residents in compliance with Atlanta Housing Authority's full-time employment requirement of 30 hours per week, or a combination of training/schooling *and* work hours of 30 hours per week, are considered by Atlanta Housing Authority to be in compliance with CSSR.
13. Any school age member of the Resident household who is under 18 years of age and who has not completed her/his secondary education may be required to enroll in and attend an accredited public or private secondary academic or technical school.
14. Each Resident is responsible for ensuring that all school age members of the Resident household attend school on a regular basis in accordance with local school board policies and state law. Resident shall provide the Management Agent with such information, releases and authority so that the Management Agent can inquire into the attendance status of any school age child on the Lease.
15. Each Resident Head of Household and Resident household member shall be responsible for the actions and activities of household members, visitors, guests, and invitees while those persons are either a member of the household, visiting the household, or are on the property.
16. Residents who fail to fulfill the obligations and responsibilities under the provisions of this Part III, Article Two, or under the provisions of the Lease shall be subject to the denial or significant reduction in rental subsidy resulting in an increase in the amount of Rent, or the nonrenewal or termination of their Lease.

### ARTICLE THREE. OCCUPANCY, CHARGES AND ALLOWANCES

1. To avoid overcrowding and the conditions that may arise from overcrowding, Residents will be assigned to an apartment so that generally no more than two adults occupy a bedroom. Additional consideration, as determined by the Management Agent, may be given to households with small children or households with other significant circumstances, who may be requesting a larger apartment.
2. A Live-in Aide that is essential for the care and support of an Elderly or Disabled Resident, the need for which having been certified by a medical professional, may reside in the Assisted Apartment with the Elderly or Disabled Resident. In that the Management Agent has the sole authority to approve a Live-in Aide, a Live-in Aide must demonstrate her/his suitability as a Resident pursuant to Part II of this Statement of Corporate Policies prior to occupancy, and continue to demonstrate her/his suitability as a Resident and status as a Live-in Aide for as long as the Live-in Aide resides in the Assisted Apartment.
3. Atlanta Housing Authority will establish utility allowances by bedroom size for each community based on the reasonable rate of utility consumption by energy conservative households; and may, after considering the existing condition of a community, including the age of building infrastructures, amount of insulation, and air circulation, adjust such allowances to account for the utility consumption required to maintain a reasonable quality of life environment under such conditions.
4. Residents who exceed the utility allowances will be charged for the excess utility usage.
5. The Management Agent may establish and, if approved by Atlanta Housing Authority or the Owner Entity, publish for each community with Assisted Apartments a schedule of reasonable fees and charges, including but not limited to Maintenance Charges, Transfer Fees, Application Fees, Damage Fees, Supplemental Screening Fees, Pet Deposits, Pet Application Fees, and Dispossessory Fees which may be charged to residents in addition to rent and excess utility charges, as applicable.

## ARTICLE FOUR. TRANSFERS

1. Residents may request a transfer to another Assisted Apartment within the same community with Assisted Apartments subject to approval by the Management Agent ("Community Transfer"). A request to move to another community is not considered a Community Transfer. Residents cannot initiate a transfer to another community. Residents must submit an application to the other community and, if approved, provide the appropriate notice under the current Lease, except as provided for in Section 6 of this Article Four.
2. Residents who have requested a Community Transfer must be current in all obligations under the Lease including, but not limited to having no outstanding charges for rent or other charges; no chronic rent delinquency (more than one late payment in a four month period); and no insufficient fund charges for the preceding six months.
3. A Resident's request for a Community Transfer shall not be approved if the Resident has resided in the current apartment for less than one year, except in those cases where there are verifiable medical reasons or a verifiable disability requiring special features, which cannot be provided through a reasonable accommodation in the current unit.
4. If the Community Transfer is approved by the Management Agent, the Resident must pay a "Transfer Fee" based on the schedule of fees published for the particular community with Assisted Apartments.
5. Residents will not have to pay the Transfer Fee if the Community Transfer is required or initiated by Atlanta Housing Authority, Owner Entity, or Management Agent, or for such other valid reason, such as a reasonable accommodation as outlined in Section 6, as determined by the Management Agent.
6. The following policies apply to reasonable accommodation transfers.
  - A. All reasonable accommodation transfers have priority over all other transfers, except natural disaster transfers, emergency transfers and relocations;
  - B. Residents with disabilities who require a transfer to another Affordable Community as a reasonable accommodation will not be required to make a separate application at the desired Atlanta Housing Authority Affordable Community;

- C. A Resident's initial security deposit will be transferred to the new unit and no additional security deposit charges will be incurred when the Resident with disabilities transfers to another Affordable Community as a reasonable accommodation; and
- D. Residents with disabilities who require a transfer as a reasonable accommodation will not incur any termination penalties for early lease termination.
- E. Management Agents of Affordable Communities and Signature Communities will maintain a Transfer List that prioritizes the transfer of Residents who require a transfer due to a disability over new admissions of Applicants. The Transfer List will document the following:
  - i. Date and time of each reasonable accommodation transfer request;
  - ii. Name and address of Resident(s) to be transferred;
  - iii. Reason(s) for transfer, including information regarding the Resident's reasonable accommodation request(s) and/or request for a UFAS-Accessible Unit or an Assisted Apartment with accessible features;
  - iv. Current disposition of reasonable accommodation transfer request;
  - v. Date of transfer; and
  - vi. Name of Resident transferred out of an Assisted Apartment to accommodate a Resident's disability per the Management Agent's execution of a lease addendum that requires a Resident without a disability to relocate to a vacant, non-accessible unit, at no expense to that Resident.
- 7. Atlanta Housing Authority may initiate "Relocation Transfers" outside of a community from time to time to facilitate Atlanta Housing Authority's property repositioning strategy, which includes, but is not limited to, the sale of property, revitalization activities, and/or development opportunities related to Atlanta Housing Authority-owned property, or for other valid reasons as determined by Atlanta Housing Authority.

8. Relocation Transfers are transfers from one Atlanta Housing Authority-owned community to another Atlanta Housing Authority-owned community ("Destination Community"). Relocation Transfers are not considered Community Transfers, as described above in this Article Four, and Residents are not subject to the same requirements as set forth above for Community Transfers. Residents who are subject to Relocation Transfers bypass the waiting list at the Destination Community and receive priority consideration for the first available Assisted Apartment at the Destination Community. Such Residents must meet the eligibility and suitability requirements outlined in Part II of the Statement of Corporate Policies in order to be transferred to the Destination Community.
9. In order to accommodate a Resident household and to avoid overcrowding when a suitably sized apartment is not available, the Resident may request and the Management Agent may approve a Community Transfer from one apartment to two apartments ("Split-Family Transfer"). The Resident's request must be in writing stating the reason for the Split-Family Transfer, unless initiated by the Management Agent. Whether requested by the Resident or initiated by the Management Agent, the Resident must agree in writing to a Split-Family Transfer.
10. To qualify for a Split-Family Transfer, the Resident household must meet the requirements of this Article Four and the proposed Heads-of-Household of the units to be assigned under the Split-Family Transfer must be: (a) listed on the existing Lease as a member of the household as of the most recent recertification; and (b) legally capable of executing a lease.
11. Split-Family Transfers may be used by Resident households subject to Relocation Transfers when a suitably sized apartment is not available in a Destination Community. Such Resident households must qualify for the Split-Family Transfer pursuant to this Article Four, as applicable.

#### ARTICLE FIVE.

#### INDIVIDUAL DEVELOPMENT ACCOUNT (IDA) INITIATIVE

Having eliminated the federal earned income disallowance for Residents paying an Income Adjusted Rent, Atlanta Housing Authority, in its discretion, may implement an IDA initiative which would promote and encourage personal economic independence among Residents through a monetary incentive program.

1. The IDA initiative would be linked to meaningful capacity-building initiatives offered by a variety of organizations and institutions in Atlanta.
2. A mechanism would be created for eligible Residents which would allow them to accrue a portion of their rental payments, which is in excess of a monetary threshold as determined by Atlanta Housing Authority, in a separate IIDA.
3. To fulfill the eligibility requirements of the program, all Residents would be enrolled in the IDA initiative, and would be required to participate in a personal economic development program approved by Atlanta Housing Authority.
4. The IDA initiative would give Residents the opportunity to accumulate financial resources to assist in their transition off of subsidy assistance.
5. The IDA initiative incentive would require eligible Residents to participate successfully by obtaining employment and achieving other economic independence milestones established under an approved economic independence program.
6. As Residents achieve their individualized milestones, Atlanta Housing Authority would collect and defer a portion of the rents collected beyond the assessed carrying cost of the Assisted Apartment in an IDA fund.
7. Residents that achieve the self-sufficiency and economic independence milestones would be eligible for reimbursement of IDA funds. Those who do not achieve their milestones would not be eligible for the IDA initiative nor would they be eligible to receive a reimbursement of any portion of the funds in the IDA account.

## ARTICLE SIX.

### PET POLICY

1. Atlanta Housing Authority will permit Residents of communities with Assisted Apartments to keep common household pets or other animals that are widely acknowledged and accepted as household pets, provided the Resident's keeping of a pet is not a threat to the health and safety of other residents and otherwise meets the requirements established by the Management Agent for the community.
2. Residents of communities with Assisted Apartments are not allowed to keep animals that are not widely acknowledged and accepted as household pets; to keep unregistered household pets; to keep household pets temporarily; or train or engage in any business activity related to household pets in the Resident's apartment, or anywhere else within the community.

3. Residents in a Signature Community, who desire to keep a common household pet, may only do so if household pets are generally allowed at the community except as provided for in Section 5 below, and then only in strict accordance with the household pet procedures prescribed at the Resident's Signature Community.
4. Certain Signature Communities may exclude common household pets altogether if it is in the best interest of the community to do so, except as provided for in Section 5 below.
5. Management Agents will make reasonable accommodations for an "assistance animal" or a pet that Atlanta Housing Authority reasonably considers as a common household pet required as part of treatment for a demonstrated and verified medical condition tantamount to a disability or handicap. Pet policies for Affordable Communities and Signature Communities shall:
  - A. Expressly exclude Assistance Animals;
  - B. Clarify that an "Assistance Animal" is an animal that is needed as a reasonable accommodation for persons with disabilities and is not subject to the general pet policy;
  - C. Define an "Assistance Animal" as an animal that is needed as a reasonable accommodation for persons with disabilities (Assistance Animals are animals that work, provide assistance, or perform tasks for the benefit of a person with a disability; or animals that provide emotional support that alleviate one or more identified symptoms or effects of a person's disability);
  - D. Remove height and weight restrictions for Assistance Animals;
  - E. Remove breed restrictions for Assistance Animals, except in accordance with local laws or ordinances;
  - F. Remove pet deposits for Assistance Animals; and
  - G. Clarify that any household pet exclusions in any community's policies do not apply to Assistance Animals required by Residents of Assisted Apartments.

## ARTICLE SEVEN. DISPUTING DECISIONS OF MANAGER

The purpose of Article Seven is to provide Applicants and Residents with a dispute process to address eligibility, general admissions, occupancy and leasing issues, and requests for reasonable accommodations in a manner that seeks equitable resolutions to such issues in an expedient and responsive manner. Applicants and Residents with disabilities may request reasonable accommodations in order to participate in the dispute process.

The dispute process outlined in this Article Seven shall not govern the process related to the denial of admission based on the findings of a criminal history report as outlined in Part II, Article Seven, Paragraph 4 (Adverse Criminal History Decision) of the Statement of Corporate Policies.

### 1. DISPUTE PROCESS FOR APPLICANTS

- A. Applicants for Assisted Apartments who are denied admission based on eligibility and general admissions criteria and desire to dispute this action must request a meeting with the Management Agent or the Management Agent's designee within ten (10) calendar days of the disputed action.
- B. An Applicant's request for a meeting must be in writing.
- C. The Management Agent will schedule the meeting within a reasonable period of time, provided the Applicant's written request for the meeting was received in a timely manner.
- D. An Applicant may bring a representative to this meeting to assist the Applicant.
- E. The Management Agent is under no obligation to meet with the Applicant after the conclusion of the requested meeting.
- F. A written decision should be provided to the Applicant within a reasonable time following the conclusion of the meeting. If the Management Agent's decision is to deny the application, the decision shall set forth the reasons for the denial.

### 2. DISPUTE PROCESS FOR RESIDENTS

- A. The Management Agent is authorized under the terms of the Lease, Lease Addenda, and Apartment Rules to initiate an adverse action against a Resident with respect to leasing and occupancy violations that may result in a denial, significant reduction or termination of benefits otherwise due a Resident.



- B. Residents may dispute such adverse actions.
- C. Residents must request a meeting with the Management Agent or the Management Agent's designee within ten (10) calendar days of notice of the adverse action or in accordance with the dispute handling procedures in effect at the Resident's community with Assisted Apartments.
- D. The period of time within which the Resident must request a meeting may be shorter if the Resident's Lease is being terminated for criminal activity and the Management Agent has reasonably determined that the Resident poses a threat to the health and safety of the Community.
- E. A Resident's request for a meeting must be in writing.
- F. The dispute process at each community with Assisted Apartments must allow the Resident to meet with an impartial designee of the Management Agent who did not participate in the initial decision affecting the Resident. The impartial designee may not be a subordinate of the person who made the initial decision. Any Resident meetings with the person who made the initial decision and the impartial designee may be combined, at the discretion of the Management Agent. A Resident may bring a representative to this meeting or meetings to assist the Resident.
- G. The impartial designee of the Management Agent is under no obligation to meet with the Resident about the dispute after the conclusion of the final meeting.
- H. A written decision should be provided to the Resident within a reasonable time following the conclusion of the meeting. If the impartial designee's decision is to rule against the Resident, the decision shall set forth the reasons for the denial, significant reduction or termination of benefits.

#### **PART IV - MISCELLANEOUS**

##### ARTICLE ONE.

##### **AVAILABILITY OF OFFICIAL LEASING DOCUMENTS**

1. Official leasing-related documents will be maintained in the management office of any community with Assisted Apartments.

2. Official leasing-related documents can be reviewed by Applicants, Residents, and other interested parties upon reasonable request and notice during normal office hours.
3. Amendments and/or updates to Fee Schedules, Rent Structures, Utility Allowances, Routine Maintenance and other charges may be approved from time to time. Such amendments and/or updates shall be implemented only after Residents have been given reasonable notice of the effective date.

ARTICLE TWO. SPECIAL PROGRAM, POLICY AND/OR STRATEGIC INITIATIVES

Atlanta Housing Authority may establish special programs, policies and strategies designed to address Resident economic or life-style self-sufficiency programs, *Moving to Work Demonstration Program* initiatives, safe and secure community enhancements and admission policies related to the use of bona fide law enforcement agencies or personnel, and homeownership opportunities.

Written proposals outlining procedures and processes developed for any special program, policy and/or strategy must be approved and/or authorized by the President and Chief Executive Officer for inclusion in the MTW Annual Plan or protocol before the initiative can be implemented.

ARTICLE THREE. RESPONSE TO FEDERALLY DECLARED DISASTERS AND OTHER FEDERALLY DECLARED EMERGENCIES

In order to respond to federally declared disasters and other federally declared emergencies Atlanta Housing Authority may provide disaster or other emergency relief utilizing Atlanta Housing Authority-owned conventional public housing apartments, subject to HUD or another third party providing additional funding or other resources for these purposes.

1. The President and Chief Executive Officer is authorized to develop an agency-wide disaster or other emergency relief plan to address the needs arising from a disaster or other emergency in a strategic, meaningful, and effective manner pursuant to applicable rules, regulations, emergency legislation, and Executive Orders.

2. The President and CEO is further authorized to take any action that the President and CEO may deem necessary and appropriate pursuant to federal disaster relief authorizations applicable to housing programs within the scope of the resources available to Atlanta Housing Authority, and to waive Atlanta Housing Authority's administrative policies governing Atlanta Housing Authority-owned conventional public housing communities related to intake procedures including but not limited to establishing a preference for disaster victims on waiting lists for Atlanta Housing Authority-owned conventional public housing, rent collections, subsidy payments, work program compliance, and other related and relevant administrative policies.
3. The President and CEO will provide the Board of Commissioners with a full report on a disaster or emergency relief plan implemented pursuant to this Article Three.

#### ARTICLE FOUR. APPROVAL OF MANAGEMENT PRACTICES

Management Operating Procedures, administrative procedures, processes, protocols, and management practices for any policy, initiative, or approach in this Statement of Corporate Policies shall be developed following the intent of this Statement of Corporate Policies and may be approved, amended, or withdrawn at the discretion of Atlanta Housing Authority.

#### ARTICLE FIVE. REVISIONS TO THE STATEMENT OF CORPORATE POLICIES

The President and Chief Executive Officer of Atlanta Housing Authority, as vested by the Board of Commissioners, can authorize revisions, as appropriate, to this Statement of Corporate Policies in order to clarify the original intent of any policy enumerated herein without the prior approval of the Board of Commissioners, provided that any such revision to this Statement of Corporate Policies does not alter, change, or modify the original intent of any policy. Any other such alterations, changes, and modifications to any policy in this Statement of Corporate Policies must be approved by the Board of Commissioners.

[END]

# APPENDIX O



***Statement of Policies  
Governing the Housing Choice Tenant-Based Program***

First Adopted by the Board of Commissioners on August 25, 2004  
As the *Administrative Plan Governing the Housing Choice Voucher Program*

*Revision 8*

Amended by the Board of Commissioners  
April 14, 2010

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# The Housing Authority of the City Of Atlanta, Georgia

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# **The Housing Authority of the City of Atlanta, Georgia**

## **Statement of Policies Governing the Housing Choice Tenant-Based Program**

### **PREAMBLE**

This Statement of Policies Governing the Housing Choice Tenant-Based Program ("Statement of Housing Choice Policies"), formerly the Administrative Plan Governing the Housing Choice Voucher Program, forms the broad policy basis of and authorizes the establishment of administrative procedures and practices that govern the Housing Choice Tenant-Based Program of The Housing Authority of the City of Atlanta, Georgia ("Atlanta Housing Authority").

This Statement of Housing Choice Policies is organized around the guiding principles of Atlanta Housing Authority's continuing success as a provider or sponsor of quality affordable housing in its role as a leader in community building initiatives that create vibrant and safe environments for families, seniors and persons with disabilities.

This Statement of Housing Choice Policies envisions and supports a Housing Choice Tenant-Based Program that is creative in design, effective in the development of procedures and processes, and nimble in the successful implementation of the program and related initiatives that enhance the quality of life of participating families, seniors and persons with disabilities. The Housing Choice Tenant-Based Program is a means for eligible participants to access quality housing in communities of opportunity and promote participant economic and lifestyle self-sufficiency.

This Statement of Housing Choice Policies is aligned with the Amended and Restated Moving to Work Agreement, effective as of November 13, 2008, as further amended by that certain Second Amendment to the Moving to Work Agreement, effective as of January 16, 2009, as may be amended or extended from time to time, by and between the U.S. Department of Housing and Urban Development and Atlanta Housing Authority ("MTW Agreement"). The MTW Agreement governs and supersedes, as appropriate, applicable Federal laws, rules, regulations, contracts, and agreements that have been or will be waived and/or modified by the MTW Agreement.

Housing Choice policies were adopted by the Atlanta Housing Authority's Board of Commissioners on August 25, 2004. Seven amendments to the plan have been approved subsequent to the initial date of adoption, whereupon this is the eighth amendment. This Statement of Housing Choice Policies supersedes all prior versions of Atlanta Housing Authority's Housing Choice administrative plan policies and has precedence over all administrative procedures and management practices that may be in conflict with it.

This Statement of Housing Choice Policies may be amended or modified by the President and Chief Executive Officer at any time without a vote of the Board of Commissioners, provided that such amendments and modifications do not materially change the intent of those Policies.



## **PART I - INTRODUCTION**

### **ARTICLE ONE.     OBJECTIVE**

This Statement of Housing Choice Policies is Atlanta Housing Authority's policy document for the Housing Choice Tenant-Based Program ("Program") in support of Atlanta Housing Authority's Vision of Healthy Mixed-Income Communities; Healthy Self-Sufficient Families.

### **ARTICLE TWO.     PROGRAM MANAGEMENT AND OPERATING PROCEDURES**

1. The Operations Division performs all program management functions related to the implementation and administration of the Program. The Operations Division is responsible for developing and implementing written Program operating procedures ("Operating Procedures") that are consistent with the policies outlined in this Statement of Housing Choice Policies.
2. The Operations Division may create and apply technology solutions to improve the efficiency and effectiveness of applicable program management functions in order to create, where appropriate and practical, a paperless environment. The Operations Division will include the requirements, procedures and processes for the implementation and administration of technology solutions and concomitant applications in the Operating Procedures.

### **ARTICLE THREE.   MOVING TO WORK DEMONSTRATION PROGRAM**

1. As a Moving to Work agency, Atlanta Housing Authority will establish, implement and evaluate innovative affordable housing strategies that are designed to achieve greater success in helping low income families achieve economic independence.
2. While recognizing that implementation of strategic initiatives may be immediate, progressive, or refined through various activities and demonstration programs, the implementation of those strategic initiatives, not immediately enumerated in Atlanta Housing Authority's Moving to Work (MTW) Annual Plan, may be advanced, provided such strategic initiatives are consistent with the Statement of Housing Choice Policies and the spirit and intent of the authorizations under the MTW Agreement.

3. Administrative procedures, processes and general management practices for new strategic initiatives shall be developed following the intent of this Statement of Housing Choice Policies and may be amended from time to time at the discretion of Atlanta Housing Authority.
4. The President and Chief Executive Officer of Atlanta Housing Authority, as vested by the Board of Commissioners, can authorize revisions, as appropriate, to this Statement of Housing Choice Policies in order to clarify the original intent of any policy enumerated herein without the prior approval of the Board of Commissioners, provided that any such revision to this Statement of Housing Choice Policies does not alter, change, or modify the original intent of any policy. Any other alterations, changes, and modifications to any policy in this Statement of Housing Choice Policies must be approved by the Board of Commissioners.

#### ARTICLE FOUR. FAIR HOUSING AND EQUAL OPPORTUNITY

1. Atlanta Housing Authority supports all applicable Federal and State nondiscrimination and fair housing laws and applicable U.S. Department of Housing and Urban Development (“HUD”) regulations in all housing and program activities. This support is evident in communities that Atlanta Housing Authority owns and those that Atlanta Housing Authority sponsors through revitalization and development activities. Atlanta Housing Authority monitors fair housing and equal opportunity compliance throughout its portfolio.
2. Atlanta Housing Authority acknowledges the protections afforded victims under the *Violence Against Women Act*, and has included administrative measures to address those protections in the Operating Procedures, as applicable.
3. Atlanta Housing Authority acknowledges the importance of serving Limited English Proficiency (LEP) persons. The extent to which it is determined that a significant number or proportion of the population served by the Program is comprised of LEP persons, Atlanta Housing Authority will develop and implement a LEP Plan to address the needs of such persons, as appropriate and in consideration of the cost and availability of resources that would be needed to provide translation services to LEP persons.

4. Atlanta Housing Authority shall assist Applicants and Participants with disabilities in accordance with such federal laws, rules and regulations that are applicable to the administration of the Program with respect to application procedures, ongoing program participation, and procedures related to the acceptance, processing and disposition of reasonable accommodation requests.

## ARTICLE FIVE. FRAUD AND MISREPRESENTATION

1. The terms Applicant and Participant are defined to include all family/household members with respect to their compliance with the policies set forth in the Statement of Housing Choice Policies and implemented through the Operating Procedures.
2. Applicants and Participants are required to provide truthful, complete information relating to participation in other housing subsidy programs, income from all sources, family composition, and all family background information to qualify for initial eligibility and continued participation in the Program.
3. Applicants and Participants who engage in acts of fraud and misrepresentation are subject to loss of Program benefits and prosecution under State and Federal laws, and where appropriate, will be referred for prosecution by Atlanta Housing Authority.
4. An Applicant or Participant who has made any misrepresentation or engaged in acts of fraud at the time of admission, during any subsequent recertification, or at any other time shall be denied admission or be subject to termination, as applicable.

## **PART II - ADMISSION TO THE PROGRAM**

### ARTICLE ONE. WAITING LIST NOTIFICATION

1. Atlanta Housing Authority will comply with all Fair Housing and Equal Opportunity requirements applicable to public notices announcing the opening and closing of the Program waiting list ("Waiting List") for a Housing Choice Tenant-Based Voucher ("Voucher").

2. Atlanta Housing Authority will make reasonable efforts to provide adequate notification to potential applicants with respect to applicant eligibility, the period of the opening, reasonable accommodations needs and other details related to the acceptance of applications to the Waiting List as set forth in the Operating Procedures.

## ARTICLE TWO. SPECIAL ADMISSIONS

1. Atlanta Housing Authority may accept applications from eligible households who have relocated from a community owned by Atlanta Housing Authority due to demolition, repositioning, disposition or other related Atlanta Housing Authority activities without opening the Waiting List.
2. Atlanta Housing Authority, in its discretion, may authorize the special admission of eligible and qualified applicants to the Program, in order to implement special initiatives; offer homeownership opportunities to eligible households; admit households impacted by an owner opt-out of a housing assistance contract on a HUD-insured multi-family development; address an urgent local need as determined and approved by Atlanta Housing Authority including, but not limited to, foreclosure assistance and natural disasters; or provide relocation and/or transfer assistance to an eligible and qualified person with a verifiable disability who resides in an Atlanta Housing Authority-owned community or whose name is on a transfer/waiting list to be assisted under any Atlanta Housing Authority housing program as a reasonable accommodation.
3. Any household eligible for a special admission under this Article Two will not be denied a Voucher for admission to the Housing Choice Program provided that no member of the household has committed an offense specifically identified by HUD pursuant to 24 CFR 982.353 as described in Part XII, Article Three, paragraph 2 of this Statement of Housing Choice Policies. Atlanta Housing Authority, in its discretion, may deny special admission to a household if any member of the household has committed a violent offense as described in Part XII, Article Three, paragraph 3 of this Statement of Housing Choice Policies.
4. Procedures, processes and general management practices for special admissions are outlined in the Operating Procedures.

### ARTICLE THREE. APPLICATION

The application process and administrative procedures for placing Applicants on the Waiting List and determining eligibility and qualification for selection and program participation are set forth in the Operating Procedures.

### ARTICLE FOUR. ORGANIZATION AND MAINTENANCE

1. The equitable methods of ranking Applicants on the Waiting List and the processes for organizing, updating and maintaining Applicant records are set forth in the Operating Procedures. AHA, in its discretion, may establish reasonable procedures for reevaluating the reliability of waiting list information, exploring alternative lottery strategies for the selection of applicants and setting the requirement that applicants on the Waiting List must notify AHA of their interest within a specified period of time in order to remain on the Waiting List.
2. The maintenance of the Waiting List with respect to updating applications, notice letters, and purges is detailed in the Operating Procedures.
3. Applicant responsibilities and requirements for updating changes to the information reported during the application process and for responding to requests for information are stated in the Operating Procedures.

### ARTICLE FIVE. SELECTION TO THE PROGRAM ("SELECTION")

1. Definitions of Family.
  - A. A Family is defined as two or more persons who may or may not be related that are residing together in the same household.
  - B. An Elderly Family is defined as a Family in which the head-of-household, spouse, or sole adult member of the household is age 62 or older.
  - C. A Disabled Family is defined as a Family in which the head-of-household, spouse, or sole adult member of the household is a person with a verifiable disability.
  - D. Any member of an Elderly Family or Disabled Family who is not elderly (62 years or older) or a person with a verifiable disability, other than an approved live-in-aide or a household member who is otherwise needed in the home as a reasonable accommodation to care for an elderly and/or disabled household member based on verifiable circumstances for a recognized period of time, must be in compliance with the qualifications outlined in this Article Five.

## 2. Selection Qualifications.

Provided the Applicant household is not an Elderly Family or a Disabled Family, at least one adult member of the Applicant household, 18 years of age or older, must be either legally and gainfully employed on a full-time basis for at least 30 hours per week or legally and gainfully self-employed in a legitimate business enterprise, appropriately documented, for at least 30 hours per week as defined by the Operating Procedures; and all other members of the household, including such other household members in an Elderly Family or Disabled Family, must be either:

- A. 18 to 61 years old, and legally and gainfully employed or self-employed (as described above) on a full-time basis at least 30 hours per week;
- B. 18 to 61 years old and a full-time student at an Atlanta Housing Authority recognized school or institution;
- C. 18 to 61 years old and employed (but not self-employed) on a part-time basis and either attending an Atlanta Housing Authority-recognized school or institution on a part-time basis or participating in an Atlanta Housing Authority-approved training program for a combined minimum total of thirty (30) hours per week for employment and education/training;
- D. Elderly; or
- E. Disabled.

## 3. General Considerations for Selection

- A. Participants, or any member of the Participant's household, whose employment status was either (1) reasonably relied upon by Atlanta Housing Authority in determining the Participant's initial eligibility for admission; or (2) achieved to satisfy Atlanta Housing Authority's work requirement and related policies, and who then becomes unemployed after Selection due to her/his resignation, quitting, termination for cause, or other reasons based on the Participant's or member's actions, shall not receive any rent relief as a result of the loss of employment and shall continue to be responsible for the entire Total Tenant Payment based on prior employment status.

- B. The provision in the preceding paragraph may be waived if the Participant can document, to the satisfaction of Atlanta Housing Authority, with the burden of proof on the Participant, that the reason for the Participant's loss of employment was based on an event that was beyond the control of the Participant and for which the Participant was not at fault.
- C. To be eligible for Selection in accordance with this Article, an Applicant's qualifications for Selection as a Participant must be verified through appropriate documentation as set forth in the Operating Procedures

### **PART III - ELIGIBILITY**

#### **ARTICLE ONE. DETERMINATION AND VERIFICATION**

An Applicant desiring to participate in the Program must complete a full application in accordance with the Operating Procedures and demonstrate that: (a) Applicant meets one of the definitions of Family and is an eligible low income household based on total annual household income pursuant to and verified according to HUD rules and regulations and this Statement of Housing Choice Policies; (b) Applicant fully satisfies HUD's statutory and regulatory requirements for citizenship and/or eligible immigrant status; (c) Applicant is in compliance with the qualifications outlined in Part II, Article Five; (d) Applicant would be a suitable Participant based on past satisfactory behavior including, but not limited to, an acceptable criminal background record; and (e) Applicant is able to comply with all Program obligations.

#### **ARTICLE TWO. PARTICIPANT OBLIGATIONS AND RESPONSIBILITIES**

1. Participants must occupy their assisted unit as their sole place of residence and conduct themselves in an acceptable and responsible manner that would not adversely impact the quiet and peaceful enjoyment of the premises and neighborhood by other community residents.
2. Participants must meet all obligations set forth in this Statement of Housing Choice Policies as implemented through the Operating Procedures, including, but not limited to those obligations relating to housekeeping, other health and safety concerns, criminal activity prohibitions, and economic independence initiatives.

### ARTICLE THREE. SUITABILITY

Atlanta Housing Authority determines Participant eligibility for the Program in accordance with the Operating Procedures but does not otherwise screen Participants as to their suitability as tenants. It is the rental property owner's (Owner/Landlord) responsibility to screen the suitability and acceptability of Participants as prospective tenants using their screening criteria in compliance with the Fair Housing Act.

### ARTICLE FOUR. INELIGIBILITY DETERMINATION

Atlanta Housing Authority will notify Applicants, in writing, of an ineligibility determination. Such notification will set forth the reasons for the ineligibility determination and provide instructions regarding how the ineligible Applicant may request a review of the determination.

## **PART IV - RENT**

### ARTICLE ONE. HOUSING AFFORDABILITY POLICY

In order to preserve housing affordability for Participants of the Program, each Participant, unless subject to the minimum rent established by Atlanta Housing Authority, will pay no more than 30% of the household's monthly adjusted income for rent and utilities and other services ("Total Tenant Payment").

### ARTICLE TWO. TENANT RENT

The rent payable to the Owner/Landlord by the Participant is the Tenant Rent. The Tenant Rent will be equal to the Total Tenant Payment unless the Total Tenant Payment has been reduced by an allowance for any utility or service for which the Participant has full financial responsibility pursuant to the lease agreement between the Participant and Owner/Landlord. Determinations of the Total Tenant Payment and Tenant Rent will be in accordance with the Operating Procedures.



### ARTICLE THREE. UTILITY ALLOWANCE SCHEDULE

The schedule of utilities and other services ("Utility Allowance Schedule") used in calculating Tenant Rent will be analyzed on a periodic and ongoing basis in order to identify any fluctuations and trends in the cost of utilities and services within Atlanta Housing Authority's jurisdiction. If such analysis reveals an extraordinary increase in the cost of utilities and services that will have a discernible impact on Participants, Atlanta Housing Authority will revise the Utility Allowance Schedule and implement it within a reasonable time frame in order to preserve housing affordability for Participants. Such ongoing analysis notwithstanding, Atlanta Housing Authority will conduct a comprehensive review of the cost of utilities and services on an annual basis and issue a Utility Allowance Schedule each calendar year in accordance with the Operating Procedures.

### ARTICLE FOUR. MINIMUM RENT

1. Participants must pay a minimum rent of \$125, or such other amount approved by Atlanta Housing Authority.
2. The minimum rent requirement does not apply to Participants, in which all household members are either elderly and/or disabled.
3. Generally, Atlanta Housing Authority does not expect that the establishment of a new minimum rent will create a hardship since no such rent initiatives will go into effect without providing advance notice. Even so, a Participant who has previously paid one or more months of rent but is unable to pay the minimum rent, due to extraordinary financial distress, may request hardship consideration.
  - A. A hardship may exist when any one of the following circumstances is present: (i) the family has lost eligibility for (through no fault of the family) or is waiting eligibility determination for a Federal, State or local assistance program; (ii) the income of the family has decreased because of extraordinary changed circumstances, including loss of employment (through no fault of the family); (iii) although the family is diligently seeking to increase the family's income, the increase is not yet sufficient to fully pay the minimum rent; or (iv) such other extraordinary circumstances as Atlanta Housing Authority may determine.

- B. Atlanta Housing Authority shall promptly investigate any request for hardship and take appropriate actions based on whether a hardship is established and the family is otherwise complying with its obligations under an approved economic independence program and the planning documents formulated for the family. Such actions may include, but not be limited to:
- i. Temporary suspension of the entire minimum rent under such terms as Atlanta Housing Authority shall direct. Such suspensions shall not last greater than ninety (90) days unless otherwise extended upon the written request of the Participant household based on verifiable circumstances reasonably affecting the Participant household's ability to pay the minimum rent. The period of the temporary suspension may be extended by the Atlanta Housing Authority after supervisory review and documented approval of the request;
  - ii. Accelerated enrollment in one of Atlanta Housing Authority's approved economic independence program components;
  - iii. Referral to third party agencies who assist participants with the payment of rent; and
  - iv. Such other actions as Atlanta Housing Authority shall direct.
- C. The Participant household will not be required to pay minimum rent arrearages that accumulated during the entire period of an approved temporary suspension of the minimum rent as set forth in paragraph B above.

ARTICLE FIVE. ELDERLY INCOME DISREGARD

1. AHA, in determining annual household income, will disregard the employment income of an Elderly Person or Non-Elderly Disabled Person whose sole source of income is Social Security, SSI, and/or other similar fixed income received from a verified plan (Annual Fixed Income), provided the employment income does not reduce or result in the discontinuance of the Elderly Person's or Non-Elderly Disabled Person's sole source of Annual Fixed Income. This policy is applicable to all AHA housing assistance programs and serves as the replacement for any applicable HUD rules and regulations. AHA, in its discretion, may establish reasonable verification procedures and documentation requirements to ensure program integrity.

ARTICLE SIX.

STANDARD INCOME DEDUCTIONS AND ASSET DETERMINATIONS

1. Atlanta Housing Authority, in its discretion, may establish fixed-rate, or standard deduction and asset determination procedures to be used in calculating annual income. Standard income deductions would replace the calculation of income deductions based on actual expenses. Asset determinations would examine the nature and value of the asset in establishing procedures for setting a schedule of assets that would or would not be used in calculating annual income. The President and Chief Executive Officer, as approved by the Atlanta Housing Authority Board of Commissioners, is authorized to approve revisions to the schedule of Standard Income Deductions and revisions to the treatment of assets.

**PART V - SUBSIDY STANDARDS**

ARTICLE ONE.

VOUCHER SIZE

1. The size of the rental housing unit that a Participant may lease under the Program is based on the number of bedrooms Atlanta Housing Authority has approved for the Participant's Voucher ("Voucher Size").
2. A Participant may not lease a rental housing unit that has more bedrooms than the Voucher Size unless approved by Atlanta Housing Authority. In the event Atlanta Housing Authority approves a Participant's request for a change in the Voucher Size, a new Voucher with the approved Voucher Size will be issued to the Participant.
3. To avoid overcrowding and the conditions that may arise from overcrowding, the Voucher Size of the Voucher issued to each eligible Participant will be determined in accordance with Operating Procedures based on the verifiable needs of the Participant household. A variety of factors, including, but not limited to, the number of people in the household, the age and gender of household members, special needs and reasonable accommodations requests, will be considered in determining Voucher Size.

ARTICLE TWO.      EFFECT OF LIVE-IN AIDE ON VOUCHER SIZE

One additional bedroom may be added to increase the Voucher Size when it is determined that a Live-in Aide that is essential for the care and support of an elderly or disabled Participant or household member will reside in the assisted unit with the elderly or disabled Participant or household member, but only after the need for a Live-In Aide has been certified by a medical professional and approved by Atlanta Housing Authority in accordance with the Operating Procedures.

**PART VI - ALIGNMENT OF AHA PAYMENT STANDARDS  
WITH MARKET RENTS**

ARTICLE ONE.      MTW AUTHORIZATION

1. The MTW Agreement recognizes the spirit and intent of Atlanta Housing Authority's overarching goal of being a superior provider of affordable housing that will expand, improve and diversify Atlanta Housing Authority's influence on the affordable housing market and promote and support Participant self sufficiency.
2. In establishing Atlanta Housing Authority's Housing Choice Tenant-Based Program, the provisions of the MTW Agreement authorize Atlanta Housing Authority to determine reasonable contract rents and increases to such rents, rent reasonableness methodologies and adjustments to the payment standards.
3. Atlanta Housing Authority, in its discretion and pursuant to the MTW authorizations as summarized in this Article One, may explore, establish and implement different rent structures to further align the Program with private sector practices as well as to maximize the use of the subsidy resource to promote and support economic independence among Program Participants.

ARTICLE TWO.      SETTING MARKET RENTS

1. Methodologies for setting market rents will utilize data derived from a variety of resources including, but not limited to, market rent studies (whether conducted by Atlanta Housing Authority or other public or private entities), HUD Fair Market Rent data from Atlanta and/or other comparable metropolitan markets, private sector databases, academic and other empirical studies, and regional economic forecasts.

2. Atlanta Housing Authority will utilize market practices and other recognized methods for establishing market rent standards (“AHA Payment Standards”) in order to determine the market contract rents that will be paid to Owners/Landlords. These standards will be used in place of the Fair Market Rents published annually in the Federal Register and will be used as the basis for establishing reasonable contract rents

### ARTICLE THREE. AHA PAYMENT STANDARDS

1. AHA Payment Standards will be consistent with the objectives and determinations for setting market rents outlined in this Part VI with respect to aligning the Program with private sector practices and maximizing the use of the subsidy resource in support of strategies that promote the deconcentration of poverty and broader opportunities, enhance opportunities for the development of affordable housing, provide reasonable accommodation for disabled and elderly Participants, and provide for the sustainability of the Program.
2. Atlanta Housing Authority, in its discretion, will establish, implement and publish a Schedule of AHA Payment Standards for each submarket area within its jurisdiction or a Schedule of Payment Standards applicable to a broader area in support of portability initiatives.
3. Atlanta Housing Authority, in its discretion, may amend the AHA Payment Standards based on changing market conditions.
4. The procedures for implementing the AHA Payment Standards will be outlined in the Operating Procedures.
5. Exceptions to the AHA Payment Standards may be granted on a case-by-case basis with director-level or above approval based on the quality of the housing regardless of submarket, the location of the housing with respect to its proximity to revitalization activities, a reasonable accommodation request, and other reasonable requests related to achieving Atlanta Housing Authority’s goals. The procedures for granting exceptions will be included in the Operating Procedures.

## ARTICLE FOUR.    DECONCENTRATION

1. Atlanta Housing Authority's policies regarding AHA Payment Standards and Setting Market Rents support effective strategies for the deconcentration of poverty by providing Participants with meaningful and broader housing opportunities in accessing quality affordable housing.
2. Atlanta Housing Authority has an established policy that no more than forty percent (40%) of the units in a multifamily community will be assisted under Section 8 and/or Section 9 of the United States Housing Act of 1937, as amended, unless (i) the multifamily community has been designated as housing for Elderly Families and/or Disabled Families; or (ii) the multifamily community was built or substantially rehabilitated for occupancy by Elderly Families and/or Disabled Families.
3. Atlanta Housing Authority has an established policy that up to 100% of the units may be assisted under Section 8 and/or Section 9 of the United States Housing Act of 1937, as amended, in a multifamily community that has been designated as housing for Elderly Families and/or Disabled Families or was built or substantially rehabilitated for occupancy by Elderly Families and/or Disabled Families.
4. Atlanta Housing Authority, in its discretion, may develop a deconcentration strategy that would limit the percentage of Program Participants in designated census tracts in the City of Atlanta with the goal and intent of limiting occupancy in areas with high poverty concentrations.

## **PART VII - VOUCHER ISSUANCE**

### ARTICLE ONE.    FAMILY BRIEFINGS

Applicants and Participants are required to attend an information briefing in order to receive a Voucher. The purpose of the briefing is to inform and educate Applicants and Participants regarding Program procedures, obligations and housing opportunities. The briefing will be conducted in accordance with the Operating Procedures.

## ARTICLE TWO.      TERM OF VOUCHER ISSUANCE

Vouchers are issued to Applicants and Participants for a reasonable period of time in accordance with the Operating Procedures. Extensions to the term of the Voucher may be granted on a case-by-case basis with director-level or above approval based on relocation activities, reasonable accommodation requests, and other reasonable requests related to an Atlanta Housing Authority special or strategic initiative. The procedures for granting extensions will be included in the Operating Procedures.

## ARTICLE THREE.      TRANSFER OF ASSISTANCE

1. An Applicant or Participant cannot transfer her/his Voucher to another person or family. There is no expressed nor implied right that permits or entitles the selective transfer of a Voucher that was issued to an Applicant or Participant for her/his exclusive use as head-of-household on behalf of an assisted household.
2. If the Voucher holder, as the head-of-household of a housing unit assisted under the Program, abandons the household or is involuntarily removed from the household, Atlanta Housing Authority will determine the disposition of the Voucher in accordance with the Operating Procedures.

## **PART VIII - INTER-JURISDICTIONAL COOPERATION**

### ARTICLE ONE.      COOPERATIVE AGREEMENTS

Atlanta Housing Authority will seek to establish cooperative agreements and similar arrangements between and among other housing agencies in other jurisdictions administering the Housing Choice Tenant-Based Program with respect to Voucher portability relating to eligibility, inspections, program requirements, fee sharing, billing and other arrangements that would promote and benefit inter-jurisdictional cooperation.

### ARTICLE TWO.      PORTABILITY

1. Voucher portability procedures, processes and general administrative practices are set forth in the Operating Procedures.
2. Voucher portability will generally follow the applicable HUD rules and regulations unless modified by an inter-jurisdictional cooperative agreement and applicable authorizations under Atlanta Housing Authority's MTW Agreement.

3. Atlanta Housing Authority will require Participants porting to other jurisdictions to comply with Atlanta Housing Authority's CATALYST requirements, including the work requirement, including the training and program participation components. Atlanta Housing Authority may, at its discretion, waive such requirements for Participants where Atlanta Housing Authority determines that it is not feasible to administer program compliance for such Participants.

## **PART IX - INSPECTIONS**

### ARTICLE ONE.      QUALITY UNITS

1. Atlanta Housing Authority established and may amend enhanced local standards ("AHA Local Inspection Standards") periodically to ensure that assisted units offer Participants quality housing in healthy communities. Factors such as levels of concentrated poverty, neighborhood crime, proximity to good neighborhood schools, access to public transportation, and access to retail businesses, among other factors, will be considered. Unit, site, and neighborhood conditions must continue to meet AHA Local Inspection Standards for as long as the assisted unit remains on the Program. It is the goal of the Program to provide opportunities for all Participants to reside in units in neighborhoods that promote and enhance educational and employment goals, good citizenship, and peaceful and cooperative community living.
2. Atlanta Housing Authority policy requires that only Owners/Landlords with quality housing units can participate in the Program. Atlanta Housing Authority, in its discretion, can disapprove the participation of Owners/Landlords with substandard or marginal housing units for Program.
3. AHA, in its discretion, may develop and implement procedures and practices governing the abatement of housing assistance payments payable to owners in the event a rental unit assisted under the Program fails to comply with the AHA Local Inspection Standards. The procedures and practices established under this policy will be set forth in the Operating Procedures and implemented as a substitute for any applicable HUD rules and regulations.

### ARTICLE TWO.      PROGRAM MARKETING AND OUTREACH

Atlanta Housing Authority will continue to educate the public about the Program and to foster successful relationships throughout human services organizations, local and state governments, and the business community in order to ensure the availability of quality affordable housing units and family self-sufficiency opportunities for Program participants. This effort includes outreach activities to Owners/Landlords with quality housing units.



### ARTICLE THREE. FREQUENCY OF INSPECTIONS

To ensure ongoing compliance with the AHA Local Inspection Standards, Atlanta Housing Authority will inspect all units assisted under the Program prior to occupancy, annually and under special circumstances related to health and safety issues and quality assurance measures in accordance with the procedures, processes and general administrative practices set forth in the Operating Procedures.

## **PART X – BUSINESS RELATIONSHIP BETWEEN ATLANTA HOUSING AUTHORITY AND OWNERS/LANDLORDS**

### ARTICLE ONE. BUSINESS RELATIONSHIP WITH OWNERS/LANDLORDS

The Housing Assistance Payments Contract or any successor agreement that Atlanta Housing Authority may develop and implement pursuant to its authorizations under the MTW Agreement is the controlling agreement that defines the business relationship between Atlanta Housing Authority and Owners/Landlords.

### ARTICLE TWO. BUSINESS RELATIONSHIP PROGRAM PROCEDURES

Atlanta Housing Authority's Program procedures governing the conduct of the business relationship between Atlanta Housing Authority and Owners/Landlords are set forth in various written communications and guidelines as set forth and directed by the Operating Procedures.

## **PART XI – REEXAMINATIONS**

### ARTICLE ONE. REEXAMINATION POLICY

Atlanta Housing Authority will reexamine the income, family composition and program compliance of each Participant on a periodic basis in accordance with the authorizations under the MTW Agreement and as set forth in the Operating Procedures.

### ARTICLE TWO. REEXAMINATION PROGRAM PROCEDURES

Atlanta Housing Authority's Program procedures governing the conduct of reexaminations and Participant obligations and responsibilities are set forth in various written communications and guidelines as set forth and directed by the Operating Procedures.

## **PART XII - TERMINATIONS**

### **ARTICLE ONE. LEASE TERMINATION**

Procedures, processes and general administrative guidelines governing lease terminations and the resulting termination of the Housing Assistance Payments Contract are set forth in the Operating Procedures.

### **ARTICLE TWO. PROGRAM MOVE**

A Participant may give written notice to move from a unit assisted under the Program pursuant to the terms of the lease between the Participant and the Owner/Landlord and the Participant's obligations under the Program ("Program Move"). The procedures, processes and general administrative guidelines governing Program Moves are set forth in the Operating Procedures. Atlanta Housing Authority may initiate a Program Move due to Owner/Landlord non-compliance with Program requirements; requests for reasonable accommodations; victim protection under the Violence Against Women Act; relocation activities or for other strategic reasons set forth in the Operating Procedures.

### **ARTICLE THREE. DENIAL AND TERMINATION OF ASSISTANCE**

1. Atlanta Housing Authority may deny admission to Applicants or terminate housing assistance benefits of Participants if they or any household member are or have been engaged in criminal activity that could reasonably be expected to indicate a threat to the health, safety or welfare of others.
2. OFFENSES SPECIFICALLY IDENTIFIED BY HUD: Pursuant to 24 CFR § 982.353, Applicants may be denied admission if any member of the household:
  - A. Has been evicted from federally assisted housing for drug related criminal activity within the three year period preceding application;
  - B. Is currently engaging in the illegal use of drugs;
  - C. Has ever been convicted of drug-related criminal activity for manufacture or production of methamphetamine on the premises of federally assisted housing;
  - D. Is subject to a lifetime registration requirement under a state sex offender registration program; or

- E. Is abusing or demonstrates a pattern of abuse of alcohol that may threaten the health, safety, or right to peaceful enjoyment of the premises by other residents.

### 3. VIOLENT OR DRUG-RELATED OFFENSES

Applicants may be denied admission and Participants may be subject to termination of housing subsidy benefits if any member of their households have been convicted of, arrested or under an outstanding warrant for, or reasonably believed to be engaged in any Violent or Drug-Related Offenses. Examples of Violent or Drug-Related Offenses include, but are not limited to the following:

- A. Homicide, Murder, Voluntary manslaughter;
- B. Rape, Sexual Battery, other Aggravated Sex-Related Crimes;
- C. Child Molestation, Child Sexual Exploitation;
- D. Drug Charges;
- E. Kidnapping, False Imprisonment;
- F. Terrorism;
- G. Arson;
- H. Possessing, Transporting or Receiving Explosives or Destructive Devices with the Intent to Kill, Injure, Intimidate, or Destroy;
- I. Assault and Battery (Simple and Aggravated);
- J. Trafficking, Distribution, Manufacture, Sale, Use, or Possession of Illegal Firearms;
- K. Carjacking;
- L. Robbery;
- M. Hate Crimes;
- N. Criminal Damage to Property Endangering Life, Health and Safety;

O. Aiding and Abetting in the Commission of a Crime Involving Violence; and

P. Other Violent or Drug-Related Offenses that may *Pose a Threat to Public Health and Safety*.

4. OTHER CRIMINAL OFFENSES (Not Violent or Drug-Related)

Applicants may be denied admission and Participants may be subject to termination if any member of their households have, within the five year period preceding application or at any time during program participation, been convicted of, arrested or under an outstanding warrant for, or reasonably believed to be engaged in any other criminal offenses that do not involve violence or drugs. Examples of Other Criminal Offenses (not violent or drug related) include, but are not limited to the following:

A. Child Neglect;

B. Disorderly Conduct;

C. Abuse or Pattern of Abuse of Alcohol (to the extent such abuse poses a threat to the health, safety, or peaceful enjoyment of the premises by other residents);

D. Motor Vehicle Theft;

E. Burglary. Larceny, Receiving Stolen Goods;

F. Prostitution and Solicitation of Prostitution;

G. Vandalism; and

H. Other Offenses that may Pose a Threat to Public Health and Safety but do not involve Violence or Drugs.

5. APPLICANT/PARTICIPANT RESPONSE TO ADVERSE CRIMINAL HISTORY INFORMATION DECISIONS

Based on adverse criminal history information gathered during the screening process, Paragraphs 2, 3, and 4 of this Article set forth the presumptions that Atlanta Housing Authority is entitled to rely upon when denying admission to Applicants and terminating the contracts of Participants who fall within the scope of this Article.

Applicants and Participants will be afforded the opportunity to prove, with the burden of proof resting with the Applicant or Participant that the provisions under Paragraphs 2, 3, and/or 4 do not apply to the subject Applicant/Participant.

6. OTHER DENIAL OF ASSISTANCE APPLICABLE  
TO APPLICANTS PARTICIPANTS

In addition the causes for termination outlined in Sections 1-5 of this Article Two, Applicants and Participants can be denied assistance for the following reasons.

- A. An Applicant or Participant that owes rent or other amounts to Atlanta Housing Authority or to another housing agency in connection with Program.
- B. An Applicant or household member, either of whom being a former Program Participant or former public housing resident, who failed to reimburse Atlanta Housing Authority or another housing agency for overpaid assistance or underpaid rent or for any outstanding charges owed to an Owner/Landlord under an assisted lease paid by Atlanta Housing Authority or another housing agency.
- C. An Applicant or Participant who is not in compliance with this Statement of Housing Choice Policies.

ARTICLE FOUR. OTHER TERMINATIONS OF HOUSING ASSISTANCE  
PAYMENTS CONTRACTS AND PARTICIPANT ASSISTANCE

- 1. Atlanta Housing Authority may terminate a Housing Assistance Payments Contract if the Owner/Landlord is not in compliance with the terms and conditions of the Housing Assistance Payments Contract.
- 2. Atlanta Housing Authority may deny or terminate assistance if Atlanta Housing Authority has reason to believe that a Participant household member has failed to abide by Program rules, regulations, or family obligations, regardless of whether the household member has been arrested or convicted. Atlanta Housing Authority shall have the discretion to consider all of the circumstances in each case, including the seriousness of the offense, if the violation is a first offense or a pattern of behavior, the extent of participation by the household member, and the effects that denial or termination would have on the other members of the Participant household not involved in the prescribed activity.

#### ARTICLE FIVE.

#### TERMINATION OF ASSISTANCE NOTIFICATION

If Atlanta Housing Authority deems it necessary to terminate assistance, Atlanta Housing Authority will give both the Participant and the Owner/Landlord written termination notices in accordance with the Operating Procedures.

#### ARTICLE SIX.

#### INFORMAL REVIEWS AND INFORMAL HEARINGS

1. Applicants may exercise the right to an Informal Review regarding certain adverse actions that may result in the denial, significant reduction or termination of housing subsidy benefits. Requests for an Informal Review must be made in writing within ten (10) business days from the date of the notice of ineligibility or denial of assistance from the Atlanta Housing Authority. The Informal Review will be conducted by a person appointed by Atlanta Housing Authority who is neither the person who made or approved the decision under review nor the subordinate of such person. Both the Applicant and Atlanta Housing Authority will have the opportunity to present evidence at the Informal Review. An Informal Review decision shall be provided in writing to the Applicant within fifteen (15) business days from the date of the Informal Review. Requests for Informal Reviews, supporting documentation, and a copy of the final decision shall be retained in the applicant's file.
2. Participants may exercise the right to an Informal Hearing regarding certain adverse actions that may result in a denial, significant reduction or termination of housing subsidy benefits. Requests for an Informal Hearing must be made in writing within ten (10) business days from the date of the notice of denial or termination of assistance from the Atlanta Housing Authority. The Informal Hearing will be conducted by a person appointed by Atlanta Housing Authority who is neither the person who made or approved the decision under review, nor the subordinate of such person. Both the Participant and Atlanta Housing Authority will have the opportunity to present evidence at the Informal Hearing. An Informal Hearing decision shall be provided in writing to the Participant within fifteen (15) business days from the date of the Informal hearing. Requests for Informal Hearings, supporting documentation, and a copy of the final decision shall be retained in the Participant's file.
3. Applicants and Participants with disabilities may request reasonable accommodation in order to participate in the Informal Review/Informal Hearing process, as applicable.

## **PART XIII – SPECIAL PROGRAMS**

### **ARTICLE ONE. SPECIAL PROGRAMS POLICY**

Atlanta Housing Authority, in its discretion, and as a policy matter may develop special programs and initiatives utilizing the regulatory relief and authorizations granted Atlanta Housing Authority under the MTW Agreement that address an identified need and support Atlanta Housing Authority's Vision, Mission and Guiding Principles.

## **PART XIV - RESPONSE TO FEDERALLY DECLARED DISASTERS**

In order to respond to federally declared disasters and other federally declared emergencies Atlanta Housing Authority may provide disaster or other emergency relief utilizing Vouchers on a funding availability and resource allocation basis.

### **ARTICLE ONE. AGENCY-WIDE DISASTER OR OTHER EMERGENCY RELIEF PLANS**

1. The President and Chief Executive Officer is authorized to develop an agency-wide disaster or other emergency relief plan to address the needs arising from a disaster or other emergency in a strategic, meaningful, and effective manner pursuant to applicable rules, regulations, emergency legislation, and Executive Orders.
2. The President and CEO is further authorized to take any action that the President and CEO may deem necessary and appropriate pursuant to federal disaster relief authorizations applicable to housing programs within the scope of the resources available to Atlanta Housing Authority, and to waive Atlanta Housing Authority's administrative policies governing the Program related to intake procedures including but not limited to establishing a preference for disaster victims on waiting lists for the Program, rent collections, subsidy payments, work program compliance, and other related and relevant administrative policies.
3. The President and CEO will provide the Board of Commissioners with a full report on a disaster or emergency relief plan implemented pursuant to this Article Seven.

## **PART XV - PROJECT BASED RENTAL ASSISTANCE**

### **ARTICLE ONE. PROJECT BASED RENTAL ASSISTANCE POLICY**

Project-Based Rental Assistance, a major business plan priority of Atlanta Housing Authority, was developed pursuant to MTW authorizations for project-basing housing assistance under Section 8 of the 1937 Housing Act, as amended.

1. Project Based Rental Assistance, as a business plan component, is administered independent of and separate from the Housing Choice Tenant-Based Voucher Program.
2. Atlanta Housing Authority will not enter into Housing Assistance Payments Contracts for Housing Choice Tenant-Based Vouchers in a property that is under an executed Project Based Rental Assistance Agreement or a written commitment to enter into a Project Based Rental Assistance Agreement.
3. The implementation and administration of Project Based Rental Assistance, including site-based administration of all program activities by the owner entity's professional management agent, are set forth in separate operating procedures for Project Based Rental Assistance.

## **PART XVI - HOMEOWNERSHIP POLICY**

### **ARTICLE ONE. AUTHORIZATION**

The Housing Choice Homeownership Program was first authorized under Section 555 of the Quality Housing and Work Responsibility Act of 1998. Pursuant to the statutory and regulatory relief afforded Atlanta Housing Authority under its MTW Agreement, Section VI.A, paragraph 22 of the Statement of Authorizations authorizes Atlanta Housing Authority to determine the structure, terms and implementation of any homeownership program using Housing Choice Program Vouchers. Accordingly, Atlanta Housing Authority may use Housing Choice Program Vouchers in implementing and administering initiatives to create and promote homeownership opportunities that are consistent with Atlanta Housing Authority's guiding principles and Business Plan priorities.



ARTICLE TWO.      PROGRAM IMPLEMENTATION AND ADMINISTRATION

1. The Housing Choice Homeownership Program will be implemented and administered independent of and separate from the Housing Choice Tenant-Based Voucher Program by a division of the Atlanta Housing Authority designated by the President and Chief Executive Officer.
2. The division designated by the President and Chief Executive Officer is responsible for developing the structure, terms and written procedures for the implementation and ongoing administration of the Housing Choice Homeownership Program in accordance with the authorizations afforded Atlanta Housing Authority under its MTW Agreement.

**END**

# APPENDIX P

## **Appendix P: Public Review and Plan Changes**

### **Public Review**

AHA's Fiscal Year 2011 Moving to Work (MTW) CATALYST Implementation Plan is the product of an inclusive and comprehensive annual planning process involving numerous hours of planning and consultation with AHA's Board of Commissioners, AHA's Senior Management team and employees, residents/clients, Resident Association and Housing Choice Advisory groups, representatives from the Georgia Law Center for the Homeless, Atlanta Legal Aid, local political and government officials and AHA's strategic partners and service providers. AHA provided notice of the availability of the draft FY 2011 Plan via newspaper postings and letters/notices to its stakeholders, clients and staff; made available draft copies of the Plan available at its Corporate Office, AHA-Owned Residential Properties and posted the draft Plan on its website. Additionally, hard copies were provided to AHA's Board, Resident Association Presidents and Housing Choice Advisory group and the Georgia Law Center for the Homeless, Atlanta Legal Aid a number of governmental officials. The comment and review period for the Plan was February 9th through March 10, 2010. AHA also conducted a number of stakeholder briefings and Public Hearing providing an overview of key components of the Plan.

#### **Briefings:**

##### ***Public Officials and Key Stakeholders***

Tuesday, March 2, 2010

##### ***Advocacy Group (Atlanta Legal Aid and Georgia Law Center for the Homeless)***

Tuesday, March 2, 2010

##### ***Jurisdiction Wide Leaders & Housing Choice Advisory Members***

Wednesday, February 24, 2010

##### ***AHA Board of Commissioners***

Wednesday, February 24, 2010

##### ***Service Provider Network and Private Management Company Representatives***

Thursday, March 4, 2010

##### ***City of Atlanta (Bureau of Planning Representatives)***

Monday, March 8, 2010

##### ***Atlanta Development Authority***

Wednesday, March 10, 2010

##### ***Atlanta Public Schools***

Thursday, March 11, 2010

##### ***Housing Choice Advisory Members***

Wednesday, March 17, 2010

## Appendix P: Public Review and Plan Changes

### Public Review *continued*

On **Thursday, February 24, 2010**, AHA held its **FY 2011 MTW Annual Plan Public Hearing** to present its proposed Plan and policy changes. The Public Hearing was held at the Loudermilk Conference Center, 40 Courtland Avenue, Atlanta, Georgia, where approximately 100 individuals attended. Notice of the FY 2011 Annual Plan availability and Public Hearing was posted in the following newspaper publications on specific dates:

***Atlanta Journal Constitution***

February 7, 2010

March 4, 2010

***The Atlanta Daily World***

February 11, 2010

***Mundo Hispanico***

February 11, 2010

***Fulton County Daily Report***

February 19, 2010

AHA mailed a postcard of notification to all AHA-assisted families informing them of the Annual Plan availability and Public Hearing and offered public transportation reimbursement (or transportation assistance for reasonable accommodation requests) to attend the Public Hearing. Additionally, notices were posted in AHA-Owned Residential Properties regarding the Plan availability and Public Hearing and a copy of the draft plan was available to residents in the property management office. The Public Hearing notice was made available in several languages: English, Spanish, Mandarin, German, Russian and Korean. AHA has considered, appropriately addressed or responded to remarks or questions regarding its Implementation Plan, or other AHA matters. For the elderly and residents with disabilities (living in the AHA - Owned Residential Properties) who were unable to attend the Public Hearing, a video covering the event premiered on AHA's local channel 21. The video incorporated footage of the sign-language interpreter that was present at the Public Hearing.

### Plan Changes

Moving forward, AHA may make changes to the Implementation Plan without a Public Hearing or resident consultation provided that such changes do not constitute a "substantial deviation" or "significant amendment or modification." A "substantial deviation" or "significant amendment or modification" to the Implementation Plan is defined as changes, modifications, or amendments that materially and significantly modify AHA's Business Plan goals or priority Activities. A change in AHA's objectives or strategies in reaching those goals will not be considered a "substantial deviation" or "significant amendment or modification."

## APPENDIX Q

## **Appendix Q: Submissions Required for Receipt of Funds**

HUD no longer requires a submission from AHA to request Housing Choice funds and AHA has submitted the 2010 Low Rent Operating Subsidy Calculation to the Atlanta Field Office for review. AHA cannot submit a request for Capital Fund Program (CFP) funds for FY 2011 since HUD has not yet released the amount of the 2010 grant award. AHA will submit the required amendments to the CFP Annual Contributions Contract (ACC) and Performance and Evaluation reports to HUD as soon as HUD provides the funding levels.

# APPENDIX R

**EXHIBIT 1**  
**RESOLUTION ADOPTED AT THE REGULAR MEETING**  
**OF THE BOARD OF COMMISSIONERS HELD ON**  
**MONDAY, MARCH 30, 2009**

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**RESOLUTION**

**WHEREAS**, The Housing Authority of the City of Atlanta, Georgia (AHA) executed its Amended and Restated Moving to Work Agreement, effective as of November 13, 2008, as further amended by that certain Second Amendment to the Moving to Work Agreement, effective as of January 16, 2009 (MTW Agreement) with the United States Department of Housing and Urban Development (HUD);

**WHEREAS**, the MTW Agreement is effective through June 30, 2018, unless further extended;

**WHEREAS**, the MTW Agreement requires AHA to submit an MTW annual plan to HUD in lieu of the Five-Year Plan and Annual Plan traditionally required by Section 5A of the U. S. Housing Act of 1937, as amended;

**WHEREAS**, each year during the MTW demonstration period, an MTW annual plan must be submitted to HUD with a board resolution approving the plan and certifying that a public hearing has been held regarding the plan;

**WHEREAS**, AHA has prepared its Fiscal Year (FY) 2010 MTW Annual Implementation Plan (also referred to herein as the FY 2010 CATALYST Implementation Plan);

**WHEREAS**, the FY 2010 CATALYST Implementation Plan identifies AHA's priorities, projects, activities, and initiatives for FY 2010, and any policy changes to the Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments and the Statement of Policies Governing the Housing Choice Tenant-Based Program to be implemented during FY 2010;

**WHEREAS**, during FY 2010, AHA will also continue to improve and strengthen its corporate infrastructure, financial and reporting systems, information technology environment, and human resources;

**WHEREAS**, these activities are described as Corporate Support;

**WHEREAS**, a high level executive summary of the projects, activities, initiatives and any policy changes that will be implemented during FY 2010 is attached as Exhibit EO-1-A;

**WHEREAS**, on February 17, 2009, President Obama signed the American Recovery and Reinvestment Act of 2009 (Recovery Act) which provides a \$4 billion appropriation of capital funds to carry out capital improvements and other investment activities for local housing agencies;



**WHEREAS**, the Recovery Act provides that approximately \$3 billion of these funds will be distributed through a capital fund formula and the remaining \$1 billion will be distributed through a competitive process;

**WHEREAS**, HUD has notified AHA that it will receive approximately \$26.5 million using the capital fund formula that was used to calculate capital fund grants in 2008;

**WHEREAS**, AHA intends to compete for additional funds in the competitive process;

**WHEREAS**, AHA must obligate 100% of the funds within one year of March 18, 2009, must expend at least 60% of funds within two years of such date, and must expend 100% of the funds within three years of such date;

**WHEREAS**, AHA intends to use Recovery Act funds for program activities currently identified in AHA's FY 2010 CATALYST Implementation Plan as described in Exhibit EO-1-A, subject to the limitations governing eligible priorities and activities under the Recovery Act and related regulatory guidance;

**WHEREAS**, AHA's FY 2010 CATALYST Implementation Plan is the product of an inclusive and comprehensive planning process involving numerous hours of planning and consultation with AHA's Board of Commissioners, AHA's Senior Management team, Resident Association presidents, AHA Advisory Board groups, Public Housing Assisted residents, Housing Choice participants, AHA employees, the Georgia Law Center for the Homeless, Atlanta Legal Aid, local political and government officials and other members of the public;

**WHEREAS**, comments and suggestions were made at those various meetings, all of which were considered by AHA;

**WHEREAS**, the consultation process included a properly advertised and noticed public hearing conducted by Commissioner James Brown, on behalf of AHA's Board of Commissioners, on March 12, 2009;

**WHEREAS**, AHA is now requesting the Board of Commissioners to approve its FY 2010 CATALYST Implementation Plan and authorize the submission of its FY 2010 CATALYST Implementation Plan to HUD and to approve the implementation of the projects, activities, initiatives and any policy changes set forth in the FY 2010 CATALYST Implementation Plan; and

**WHEREAS**, AHA is also requesting the Board of Commissioners to authorize AHA to take whatever steps are necessary to submit applications and/or proposals for Recovery Act competitive grant funds that HUD will distribute through a competitive process.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA, THAT:**

1. AHA's FY 2010 CATALYST Implementation Plan, including the projects, activities, initiatives and any policy changes in the Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments and the Statement of Policies Governing the Housing Choice Tenant-Based Program described in Exhibit EO-1-A, attached hereto and incorporated herein by this reference is hereby approved.
2. Each of the Chairman or the Vice Chairman of the Board of Commissioners, when required, and the President and Chief Executive Officer are hereby authorized to execute any required documents, certifications or United States Department of Housing and Urban Development (HUD) forms related to the approval and filing of AHA's FY 2010 CATALYST Implementation Plan without further vote or approval of this Board.
3. The President and Chief Executive Officer is authorized to submit AHA's FY 2010 CATALYST Implementation Plan and such other required documents, certifications or forms to HUD with such changes, additions, corrections or amendments as she shall deem necessary or appropriate or as may be required by HUD without further vote or approval of this Board.
4. The President and Chief Executive Officer is hereby authorized to negotiate with HUD regarding any portion of AHA's FY 2010 CATALYST Implementation Plan without further vote or approval of this Board.
5. The President and Chief Executive Officer and her designees are hereby authorized to implement the projects, activities, initiatives and any policy changes set forth in the FY 2010 CATALYST Implementation Plan.
6. The President and Chief Executive Officer and her designees are hereby authorized to carry out other actions relating to the FY 2010 CATALYST Implementation Plan.
7. Each of the Chairman or Vice Chairman of the Board of Commissioners, when required, and the President and Chief Executive Officer is hereby authorized to submit applications, proposals and such other required documents, certifications or forms to HUD to compete for Recovery Act competitive grant funds that HUD will distribute through a competitive process. Further, the President and Chief Executive Officer is authorized (a) to execute and deliver any required agreements or documents on behalf of AHA; (b) make such reasonable or appropriate changes, additions, corrections, or amendments to such agreements or documents as she may deem necessary or appropriate, or as may be required by HUD or as a result of changes in applicable law; and (c) negotiate and carry out the actions set forth therein, all without the further vote or approval of this Board.

**Exhibit EO - 1 - A**  
**FY 2010 CATALYST**  
**Executive Summary<sup>1</sup>**

No.	Supporting Activity Name	FY 2010 Summary Description	Status*	FY 2009	FY 2010
<b>MTW USE OF FUNDS</b>					
	MTW Use of Funds	On January 16, 2009, AHA and HUD executed a second amendment to AHA's Amended and Restated Agreement, clarifying AHA's use of its MTW funds (combined public housing operating, capital funds and voucher program funds). The second amendment reinstates AHA's ability to invest MTW Funds in real estate transactions pursuant to its "Use of MTW Funds" Implementation Protocol and reaffirms that AHA's MTW Funds may be used for MTW eligible activities as defined in the Amended and Restated Agreement and is not restricted to those uses specified in Sections 8 and 9 of the 1937 Act. As part of its FY 2010 priority activities, AHA intends to implement projects and initiatives that will use a portion of its MTW Funds for housing for low-income families, beyond the limitations of Section 8 and Section 9 of the U.S. Housing Act of 1937, as amended.	I	√	√
<b>REVITALIZATION PROGRAM</b>					
	Revitalization Program	During FY 2010, AHA, in partnership with excellent private sector developers, will continue transforming conventional public housing developments into economically sustainable, market competitive, mixed-use, mixed income communities. AHA's revitalized communities incorporate a vision for: (1) communities re-integrated with surrounding neighborhoods; (2) great recreational facilities and greenspace; (3) local retail and commercial activities; and (4) high performing neighborhood schools. Six major revitalization projects are in various stages of development.	I	√	√
1	Developing Alternative & Supportive Housing Resources	During FY 2010, AHA will continue developing and implementing initiatives toward the development of alternative and supportive housing resources for income eligible families.	I	√	√
1a	<i>Subcategory: Permanent Designated Housing</i>	In partnership with private sector developers, AHA will continue to examine approaches in solving the problem of mixing seniors and young mentally disabled persons. A principal goal is to facilitate the development of housing in which the elderly and young mentally disabled can live independently. During FY 2010, AHA will continue with the development of two Permanent Designated Housing Communities.			
1b	<i>Subcategory: John O. Chiles Annex Supportive Housing Pilot</i>	In collaboration with The Integral Group, this pilot program will provide comprehensive intensive services targeted to populations with mental and developmental disabilities who struggle to retain stable housing. Through this pilot, AHA will reduce instances where individuals require emergency public services. Residents will be assisted with establishing and maintaining connections to their service providers within the community and will have the benefit of staff coordinating several services.			
1c	<i>Subcategory: Affordable Assisted Living Demonstration</i>	During FY 2010, AHA will utilize a skilled and knowledgeable procured contractor to explore strategies that create affordable assisted living opportunities for low-income seniors and persons with disabilities. These strategies will leverage resources with Medicaid Waivers or other service funding.			

<sup>1</sup>This Executive Summary is not intended to be an all inclusive listing or description of AHA's FY 2010 MTW Plan Activities

\*P - Planning Phase, I - Implementation Phase

**Exhibit EO - 1 - A**  
**FY 2010 CATALYST**  
**Executive Summary<sup>1</sup>**

No.	Supporting Activity Name	FY 2010 Summary Description	Status*	FY 2009	FY 2010
<b>REVITALIZATION PROGRAM</b>					
2	QLI Redevelopment	AHA will relocate residents from 12 of its remaining obsolete public housing communities. After families have been relocated, AHA will demolish existing structures and conduct a competitive procurement process to engage private sector developers to develop mixed-use, mixed-income communities on the vacated sites. If AHA determines to sell all or a portion of any of the vacated sites, the sale proceeds will be used to further AHA's mission. During FY 2009 and FY 2010, AHA will develop a prioritization schedule for all the QLI-targeted communities and will determine the guiding principles, programmatic and return on investment criteria for redevelopment to be incorporated in request for proposals to developers.	I	√	√
3	Re-Occupancy Process	During FY 2010, AHA will continue conducting the re-occupancy relocation of households returning to revitalized communities. AHA will improve the functionality and reporting of the Consolidated Relocation Management System (CRMS) allowing REDA and Relocation staff to more accurately and effectively track re-occupancy residents.	I	√	√
4	Acquisitions	AHA has acquired a number of properties in connection with its revitalization activities ( <b>Appendix F</b> ). During FY 2010, AHA will continue acquiring improved and unimproved real estate to further advance its Revitalization Program and Business Plan activities.	I	√	√
5	Land Swaps	In addition to property acquisitions, AHA is also negotiating land swap deals with a number of entities to further support its revitalization efforts. Land swap negotiations are underway in relation to the following communities undergoing revitalization: Capitol Homes, University Homes, Palmer and Roosevelt House, Perry Homes and Harris Homes.	I	√	√
6	Comprehensive Homeownership Program	During FY 2010, AHA will continue implementing its Comprehensive Homeownership Program which develops affordable homeownership opportunities in healthy, mixed-income communities and prepares low- to moderate-income families in becoming successful homeowners utilizing the three approaches outlined below.	I	√	√
6a	<i><b>Subcategory: HOPE VI Homeownership Down Payment Assistance</b></i>	The HOPE VI Homeownership Program provides a subordinate loan to low- and moderate- income first-time home buyers. For families that can qualify for a private mortgage, this program reduces the principal amount of the first mortgage, which then reduces their monthly housing costs. This loan assists the homeowner to bridge the difference between the affordable sales price for the proposed home and the sum of the first mortgage lien amount.			
6b	<i><b>Subcategory: Housing Choice Homeownership Mortgage Payment Assistance Program</b></i>	Since 2002, the Housing Choice Voucher Homeownership Program has provided mortgage payment assistance to 109 Housing Choice clients. The program policies, procedures and implementation are being re-engineered with new eligibility benchmark criteria established for participants, new underwriting criteria, and the establishment of a Mortgage Payment Assistance Review Committee. AHA is also carefully modifying some of the policies to raise its standards and minimize any potential for foreclosure. Implementation of the re-structured program will be fully launched during the 4th quarter of FY 2009 and will continue into FY 2010.			

<sup>1</sup>This Executive Summary is not intended to be an all inclusive listing or description of AHA's FY 2010 MTW Plan Activities

\*P - Planning Phase, I - Implementation Phase

**Exhibit EO - 1 - A**  
**FY 2010 CATALYST**  
**Executive Summary<sup>1</sup>**

No.	Supporting Activity Name	FY 2010 Summary Description	Status*	FY 2009	FY 2010
<b>REVITALIZATION PROGRAM</b>					
6c	<i>Subcategory: Homeownership Self-Sufficiency</i>	During FY 2008, AHA began re-engineering the former HUD Family Self-Sufficiency (FSS) Program developing a new, simplified FSS Program. This program is now referred to as Homeownership Self-Sufficiency (HSS) and is a component of AHA's Comprehensive Homeownership Program. The HSS program provides comprehensive support and case management for 19 families in the areas of financial literacy and employment counseling to help them achieve their final goal of homeownership.			
<b>QUALITY OF LIFE INITIATIVE</b>					
	Quality of Life Initiative	The Quality of Life Initiative (QLI) allows families in 12 of AHA's conventional public housing developments the opportunity to relocate from these distressed and obsolete communities. Phase II relocations, involving approximately 2,300 households in seven communities will be completed by June 30, 2010.	I	√	√
1	Human Development and Support Services	During FY 2010, AHA will continue connecting families to Human Development and Support Services during the QLI relocation process. Human development and support services will be provided to affected families for a 27-month period which will begin prior to families being relocated.	I	√	√
2	Client Education Seminars	Preceding the start of relocation activities, AHA provided a variety of educational seminars to families, which included training for success in the Housing Choice Voucher Program; tips and tools on ensuring a successful move; adjusting to a new environment; and utility seminars to educate families on conservation and managing their budgets. During FY 2009 and FY 2010, AHA will continue offering client seminars and the "Empowering Your S.E.L.F. for Success" training during pre- and post-relocation.	I	√	√
3	Responsible Relocation	The Relocation Team will continue providing families with the tools to make informed choices about the best housing opportunities for their family. Such opportunities include transfers to remaining AHA high-rise communities (for seniors and disabled residents); moving to private rental communities with a limited percentage of Section 8 project based rental assistance; and utilization of tenant based vouchers in the location of their choice.	I	√	√
<b>PROJECT BASED RENTAL ASSISTANCE AS A DEVELOPMENT TOOL</b>					
	Project Based Rental Assistance as a Development Tool	AHA will continue to use Project Based Rental Assistance with the goals of (a) facilitating housing opportunities for families in healthy mixed-income communities; (b) facilitating the development of housing for the elderly; (c) facilitating the development of supportive services housing for disabled persons and other transitional housing; and (d) expanding housing opportunities in areas of low poverty.	I	√	√
1	Project Based Rental Assistance Inside of Mixed-Income Communities	Through a competitive process, AHA will solicit private developers and owners interested in reserving a percentage of their multi-family rental units for at least ten years through AHA's PBRA program. AHA has over 3,500 multi-family units either committed or under PBRA Agreements with private owners to provide housing for families, seniors and persons with special needs. AHA will continue to use this strategy to expand the availability of quality affordable housing in healthy, mixed-income communities.	I	√	√

<sup>1</sup>This Executive Summary is not intended to be an all inclusive listing or description of AHA's FY 2010 MTW Plan Activities

\*P - Planning Phase, I - Implementation Phase

**Exhibit EO - 1 - A**  
**FY 2010 CATALYST**  
**Executive Summary<sup>1</sup>**

No.	Supporting Activity Name	FY 2010 Summary Description	Status*	FY 2009	FY 2010
<b>PROJECT BASED RENTAL ASSISTANCE AS A DEVELOPMENT TOOL</b>					
2	Project Based Rental Assistance Regional Expansion Program	In its continued efforts to increase the quality and choice of affordable housing, AHA will negotiate Intergovernmental Agreements with various PHAs or local governments in the Atlanta metropolitan area subject to the provisions of State law to permit site-based administration of AHA's Project Based Rental Assistance Program in those jurisdictions.	I	√	√
3	Project Based Rental Assistance Homeless Demonstration Program	In support of the Mayor's Regional Homeless Commission master plan to eliminate homelessness in the city of Atlanta, AHA has established a Homeless Demonstration Program in collaboration with United Way of Metropolitan Atlanta, Inc. AHA utilizes a percentage of PBRA targeted to the chronically homeless population. Under this demonstration, AHA will solicit proposals from owners for PBRA who can ensure the delivery of supportive services to the homeless residing in their properties. These services have to be provided by a United Way- approved service provider.	I	√	√
4	Project Based Rental Assistance Mental Health Demonstration	AHA will continue soliciting proposals from developers / owners of multifamily developments that provide housing to persons with mental health disabilities who can provide evidence of a supportive services agreement with a United Way-approved service provider.	I	√	√
<b>RE-ENGINEERING THE HOUSING CHOICE VOUCHER PROGRAM</b>					
Re-engineering Housing Choice Operations		As part of its operational re-engineering, Housing Choice has realigned its core functional work activity in four primary areas: <b>(1) Participant Services; (2) Landlord Services; (3) Housing Assistance Payments Contracting; and (4) Financial and Business Operations.</b> By utilizing this approach Housing Choice will foster a more customer-centric focus in service delivery units and improve cross functional collaboration both within Housing Choice and other AHA departments.	I	√	√
1	Housing Choice Supporting Projects - Participant Services	Starting in FY 2009 and FY 2010, Housing Choice Operations will make a decisive shift to a <i>customer-focused</i> tenant voucher program by streamlining and enhancing its service delivery to applicants and participants. The Participant Services group will administer the full life cycle of functions including participant relationship management; waitlist administration and processing; intake and eligibility screening; voucher generation and briefing; management of program moves, portability transactions, annual recertification, referral to human services development; and, participant compliance, hearings and terminations. During FY 2010, to successfully execute enhancements to these core functions, Housing Choice Operations will place particular emphasis on Policy Changes, Participant Relationship Management, Rent Simplification, Staff Capacity and Technology Solutions.	I	√	√
1a	<i>Subcategory: Policy Changes</i>	Housing Choice Operations will continue to develop, refine and institute policy and procedural using its MTW flexibility in order to address local challenges and barriers to the effective delivery of housing assistance in the Atlanta market.			
1b	<i>Subcategory: Participant Relationship Management</i>	Housing Choice Operations will implement strategies to further develop its relationships with participants in order to facilitate self-sufficiency, improve service delivery and ensure their success in mixed-income neighborhoods. Such strategies will include educational sessions, enhanced communications and improved phone and walk-in customer service. Housing Choice and other AHA departmental staff will also continue to be trained and briefed in support of this effort.			

<sup>1</sup>This Executive Summary is not intended to be an all inclusive listing or description of AHA's FY 2010 MTW Plan Activities

\*P - Planning Phase, I - Implementation Phase

**Exhibit EO - 1 - A**  
**FY 2010 CATALYST**  
**Executive Summary<sup>1</sup>**

No.	Supporting Activity Name	FY 2010 Summary Description	Status*	FY 2009	FY 2010
<b>RE-ENGINEERING THE HOUSING CHOICE VOUCHER PROGRAM</b>					
1c	<i>Subcategory: Rent Simplification</i>	Housing Choice Operations will implement new higher standard deductions. This will facilitate operational efficiency, improved customer service, accountability and greater relationship management.			
1d	<i>Subcategory: Staff Capacity</i>	Housing Choice will enhance and further develop its staff so that work responsibilities align with staff core competencies, communication with internal and external customers is consistent and well informed, and interactions with its customers and clients are more responsive and timely.			
1e	<i>Subcategory: Technology Solutions</i>	Integral to Housing Choice Operations' re-engineering is the enhancement to its information technology infrastructure. During FY 2009 and FY 2010, Housing Choice Operations will continue its Phase I business system conversion from the DDI (Data Directions Inc.) system to Oracle E-Business Suite. This conversion will allow the consolidation of a number of localized databases and programs to one comprehensive relational system. Phase II, the conversion to the Oracle E-Business Suite is also slated to begin the latter part of FY 2010.			
2	Housing Choice Supporting Projects - Landlord Services	Housing Choice Operations is expanding the scope and breadth of its landlord services function as AHA intends to move to a private sector business model. This model values enhancing relations with prospective and current owners / landlords who interface with the tenant based voucher program. The landlord services group will be responsible for landlord relationship management; housing marketing and outreach; landlord briefings and certification; landlord communications; landlord portal; and handling landlord phone calls, walk-ins, emails and correspondence.	I	√	√
2a	<i>Subcategory: Landlord Relationship Management</i>	To further build upon its relationship with quality property owners and landlords participating in the tenant-based voucher program, AHA will continue enhancing its processes and procedures, and where appropriate develop policies, to effectively manage its landlord pool. This will include the creation of relationship managers within the Landlord Services Group so that landlords have a primary point of contact on matters pertaining to their participation in the Housing Choice Program.			
2b	<i>Subcategory: Technology Solutions</i>	During FY 2010, AHA will explore consolidation of its Property Owner Application and Request for Tenancy Approval documents into a single Housing Choice Rental Application form for electronic completion and submission via AHA's Landlord Portal and will establish a state-of-the-art system for listing available housing opportunities.			
2c	<i>Subcategory: Leasing Incentive Fee</i>	During FY 2010, AHA will provide assistance to relocating participants to cover fees associated with leasing a housing unit (e.g. application fees and security deposits). AHA established the Leasing Incentive Fee as an incentive to landlords to lease quality units in healthy neighborhoods to Housing Choice participants.			
2d	<i>Subcategory: Housing Marketing</i>	AHA will develop and implement an aggressive housing marketing plan to recruit quality units in low poverty areas into AHA's Tenant Based Housing Choice Program during FY 2010. This approach is consistent with AHA's deconcentration strategy as set forth in AHA's Statement of Policies Governing the Housing Choice Tenant-Based Program included in this Plan submission.			
3	Housing Choice Supporting Projects - Housing Assistance Payments Contracting	The Housing Assistance Payments (HAP) Contracting group will be responsible for the complete life cycle of services necessary to execute a HAP contract with an eligible landlord including receiving property owner / landlord applications, landlord and unit eligibility, requests for tenancy approval processing, QLI / relocation interface, rent determinations and adjustments, HAP contract development and administration, landlord re-certifications and landlord terminations.	I	√	√

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\*P - Planning Phase, I - Implementation Phase

**Exhibit EO - 1 - A**  
**FY 2010 CATALYST**  
**Executive Summary<sup>1</sup>**

No.	Supporting Activity Name	FY 2010 Summary Description	Status*	FY 2009	FY 2010
<b>RE-ENGINEERING THE HOUSING CHOICE VOUCHER PROGRAM</b>					
3a	<i>Subcategory: Operational Enhancements</i>	During FY 2010, the HAP Contracting group will focus on making core business process improvements and procedural changes that create a seamless HAP contracting process. This will include conducting a requirements gathering process to look at all major components in their current state and based on the desired future state understand, refine and institute Housing Choice and other departmental requirements. This effort is intended to improve internal controls to promote a seamless system for HAP Contracting processing.			
3b	<i>Subcategory: Inspections</i>	Components of AHA's Enhanced Real Estate Inspection systems include: inspections for single family, duplex, triplex and quadraplex units that include pre-contract assessments; initial inspections for property inclusion in the HC program; annual property and unit inspections; special inspections as initiated by participant, landlord or neighbors related to health and safety issues; and Quality Control inspections used to re-inspect properties that have passed or failed previous inspections. During FY 2010, this group will continue enhancing its inspection standards and processes to improve the delivery of quality affordable housing to Housing Choice participants.			
3c	<i>Subcategory: Technology Solutions</i>	Core to the operational enhancements of the HAP Contracting group is the requirement to develop or improve its IT solutions. AHA will make investments to improve its landlord/vendor, inspections and pre-HAP contract system modules to correspond to any procedural or process improvements that will occur during FY 2010.			
4	Housing Choice Supporting Projects - Financial and Business Operations	The transformation of the Housing Choice business model is incomplete without the creation of supporting and enabling infrastructure. This component also relates to the community building aspect of the Housing Choice Program with local stakeholders, politicians and other metropolitan area housing authorities. Work under this area will include port administration, conducting AHA4YOU community meetings, establishing a Housing Choice Community Advisory Group and continuing to manage Housing Choice's Financial Management group and Customer Service Contact Center.	I	√	√
<b>ASSET MANAGEMENT</b>					
Asset Management		AHA will continue to develop and evolve the systems, processes and procedures and human resources to create its comprehensive and integrated asset management capacity, with an emphasis on technology-oriented solutions. Asset Management will also continue managing all aspects of the on-going business relationships with Owner Entities in AHA-sponsored mixed-income communities and private sector developers and owners through the execution of PBRA Agreements; policy development and advisement; compliance monitoring and fee-based contract administration services; and, oversight of program evaluations to include the MTW Benchmark Study.	I	√	√
1	Project Based Rental Assistance Site Based Administration	During FY 2008, Project Based Rental Assistance (PBRA) transitioned from Housing Choice Operations to the Real Estate Development and Acquisitions Group and Asset Management Group as a strategic move to implement PBRA as a development tool to facilitate the creation of additional mixed-income communities. In FY 2010, AHA will continue enhancing its PBRA site based administration through the development of technology-based solutions and strengthened service delivery strategies with United Way for its PBRA Demonstration Programs.	I	√	√

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\*P - Planning Phase, I - Implementation Phase



**Exhibit EO - 1 - A**  
**FY 2010 CATALYST**  
**Executive Summary<sup>1</sup>**

No.	Supporting Activity Name	FY 2010 Summary Description	Status*	FY 2009	FY 2010
<b>ASSET MANAGEMENT</b>					
2	Private Sector Innovation	AHA will work with the Owner Entities of AHA-sponsored mixed-income multifamily rental apartment communities to use innovative approaches to achieve goals and objectives at these properties. The aim is to organize AHA's asset management activities relating to the mixed-income communities and the PBRA communities into a unified approach that will focus on items such as subsidy considerations, leasing and occupancy reporting, financial reporting, site-based waiting list management, policy-related matters and compliance and oversight guidance. During FY 2010, AHA will work with these Owner Entities to develop a policy document to promote private sector innovation in these communities.	I	√	√
3	Sustaining Mixed-Income Investments	During FY 2008, AHA developed a strategy to convert the public housing operating subsidy at AHA-sponsored mixed-finance, mixed-income communities to PBRA in order to sustain and preserve investments in low income housing in these communities. Substituting Section 9 subsidy with Section 8 subsidy as a property begins to age, allows the Owner Entity to raise new capital from private funding sources to be re-invested in the community to ensure its continued viability and market competitiveness. AHA will also continue working with HUD to obtain approval of its substitution of Section 9 Subsidy with Section 8 Subsidy in AHA-Sponsored Mixed-Income Communities Protocol for further implementation of this strategy.	I	√	√
4	Innovative Subsidy Strategies for AHA's Affordable Communities Providing Housing for Seniors and Residents with Disabilities	Similar to the Mixed-Income Investments strategy above, this supporting activity provides innovative strategies for changing the Section 9 subsidy arrangement at AHA Affordable communities that provide housing for seniors and persons with disabilities. The opportunity for such Affordable communities to achieve long-term viability can only be realized by either removing (through disposition) or restructuring the Section 9 ACCs (Annual Contributions Contract) governing the group of communities that AHA will retain for a longer period in its real estate-owned portfolio that provide housing for seniors and residents with disabilities and two small family communities. During FY 2010, AHA will continue working with HUD to obtain approval of its substitution of Section 9 subsidy with Section 8 subsidy in AHA-Owned Affordable Communities Protocol for further implementation of this strategy.	I	√	√
5	Streamlining Property-Level Operations	The central focus of this initiative is to streamline operating procedures at the property level by examining the various regulatory requirements that are attached to financing and funding development activities and looking for ways to reduce duplication of effort and obsolete systems in meeting requirements in reporting back to HUD and other funding and equity sources. While meeting its due diligence requirements and fulfilling its fiduciary responsibilities, AHA will use a combination of oversight functions internal and external to the organization that will implement compliance procedures sensitive to the various funding sources during FY 2010.	I	√	√

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**Exhibit EO - 1 - A**  
**FY 2010 CATALYST**  
**Executive Summary<sup>1</sup>**

No.	Supporting Activity Name	FY 2010 Summary Description	Status*	FY 2009	FY 2010
<b>ASSET MANAGEMENT</b>					
6	Fee-Based Contract Administration	AHA is a founding member of Georgia HAP Administrators, Inc. (GA HAP), an eleven-agency consortium organized to provide project-based administration services to HUD. AHA earns unrestricted administrative and incentive fees as a subcontractor to GA HAP for conducting management and occupancy reviews. During FY 2010, AHA will continue to conduct management and occupancy reviews for over 7,400 units located in the City of Atlanta and Fulton County. Additionally, a portion of revenues earned in excess of expenses as a GA HAP subcontractor will continue to be allocated for AHA community and corporate stewardship activities and self-sufficiency programs	I	√	√
7	Enhanced Accessibility Initiative	AHA is committed to making its facilities and programs accessible to persons with disabilities. AHA's commitment is reflected in its Accessibility Policies included in its Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments and pursuant to a Voluntary Compliance Agreement (VCA) with HUD, which is a four-year Agreement effective March 15, 2007. During FY 2010, AHA will fund accessibility improvements at AHA-sponsored mixed-income communities.	I	√	√
8	Rent Simplification	During FY 2008, a policy was established permitting AHA to develop standard deductions for determining adjusted annual incomes in order to calculate the client's contribution toward rent. The goals of rent simplification were established to reduce the administrative burden associated with the verification process associated with other deductions, improve operating efficiencies, reduce errors and prevent fraud relating to the failure of assisted households to report accurately their expenses for other deductions. During FY 2010, AHA will continue the implementation of its rent simplification strategy. Additionally, AHA will enter into Intergovernmental Agreements with metro-Atlanta local housing authorities to establish business relationships around portability, work / program participation requirement of clients, PBRA, subsidy billing and other matters. AHA will also work to incorporate the rent simplification methodology inside of these Agreements.	I	√	√
9	Corporate Policies Governing Eligibility, Occupancy and Program Administration	Two policy documents govern Eligibility, Occupancy and Administration of Public Housing-Assisted Units and Housing Choice Voucher Programs.	I	√	√
9a	<i>Subcategory: Statement of Corporate Policies Governing the Leasing and Residency of Assisted Apartments (Statement of Corporate Policies)</i>	The Board of Commissioners last adopted Revision Four of AHA's Statement of Corporate Policies or SCP on April 30, 2008 after conducting a properly advertised and noticed public hearing held on April 15, 2008. This revision was included in AHA's submission of its FY 2009 MTW Annual Plan (CATALYST Implementation Plan) to HUD on May 7, 2008. The SCP was updated to clarify established policies and revise existing language, as appropriate, to ensure consistency in rent and occupancy policies governing the public housing and Housing Choice Voucher programs. No substantive changes were made to the SCP since the adoption of Revision 4.			

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**Exhibit EO - 1 - A****FY 2010 CATALYST****Executive Summary<sup>1</sup>**

9b	<b>Subcategory:</b> <i>Statement of Policies Governing the Housing Choice Tenant-Based Program (Statement of Housing Choice Policies)</i>	The Board of Commissioners adopted Revision Six of the Statement of Housing Choice Policies on April 30, 2008, along with the SCP above after conducting a public hearing on April 15, 2008. Similar to the SCP above, the Statement of Housing Choice Policies was updated to clarify established policies and revise existing language to ensure consistency between this document and the SCP. Additionally, policy language was included with respect to reasonable accommodations which afford persons with disabilities full participation in the Housing Choice Voucher program and related AHA activities, and added policy language related to the development of special programs.
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\*P - Planning Phase, I - Implementation Phase

**Exhibit EO - 1 - A**  
**FY 2010 CATALYST**  
**Executive Summary<sup>1</sup>**

No.	Supporting Activity Name	FY 2010 Summary Description	Status*	FY 2009	FY 2010
<b>ASSET MANAGEMENT</b>					
9c	<i>Subcategory: MTW Benchmarking Study</i>	During FY 2005, AHA engaged Dr. Thomas D. Boston of EuQuant to conduct an independent, longitudinal study of AHA's MTW Program. AHA's goals under MTW is to facilitate access to better housing opportunities, better neighborhoods and great economic self-sufficiency for assisted families and the study measures to the extent to which AHA has achieved these goals. The study will also provide meaningful analysis of family demographic data required by HUD. So far, Dr. Boston has provided the FY 2006 Baseline Report that was included in AHA's FY 2006 MTW Annual Report and the FY 2008 Interim Report included in AHA's FY 2008 MTW Annual Report. This Annual Plan submission includes Dr. Boston's summary update report highlighting what will be forthcoming in the FY 2010 Benchmarking Report.			
<b>HUMAN DEVELOPMENT</b>					
	Human Development	AHA will continue to facilitate and provide linkages for AHA-assisted families to professional human development and support services providers with goals of (a) economically independent families; (b) educated children; and (c) self-sufficient elderly and persons with disabilities.	I	√	√
1	Work/Program Participation Requirement	AHA will continue its work policy which requires that (a) one adult (age 18-61, excluding elderly and disabled persons) in the household to work full-time at least 30 hours per week and (b) all other non-elderly, non-disabled adults in the household to be either work or program compliant.	I	√	√
2	Human Development & Support Services	During FY 2010, AHA will continue connecting families to Human Development and Support Services to support families being relocated as part of the Quality of Life Initiative (QLI). Human development and support services will be provided to affected families for a 27-month period which will begin prior to families being relocated.	I	√	√
3	Service Provider Network	The Service Provider Network (SPN) is a focused group of established Atlanta-based service providers that are committed to serving as a resource for AHA-assisted families' connection to employment, training, educational and other mainstream opportunities. During FY 2010, AHA will continue managing the relationship with the SPN and expand its base, which is now at 46 providers.	I	√	√
4	Connections to Service Provider Network (SPN)	During FY 2010, AHA will continue to implement and refine its referral system that connects AHA-assisted families with the services provided through the Service Provider Network (SPN). Furthermore, AHA will continue using its Human Services providers and Client Services Counselors to facilitate clients' connection to mainstream resources.	I	√	√
5	CATALYST Resource Guide	AHA will continue to publish and distribute the CATALYST Resource Guide which provides a listing of a variety of committed community-based organizations with resources and connections to educational services, disability services, employment and training, homeownership counseling services, childcare, mental health services, and senior supportive services. As AHA's assisted households move into broader, mainstream communities, the guide will be updated to reflect resources in those areas where families relocate.	I	√	√

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**Exhibit EO - 1 - A**  
**FY 2010 CATALYST**  
**Executive Summary<sup>1</sup>**

No.	Supporting Activity Name	FY 2010 Summary Description	Status*	FY 2009	FY 2010
<b>HUMAN DEVELOPMENT</b>					
6	Good Neighbor Program II	AHA's Good Neighbor Program (GNP) is an instructional program established by AHA and provided by Georgia State University, to provide guidance to AHA-assisted families on values, roles and responsibilities associated with in being a good neighbor. During FY 2010, the program will expand its coursework to include a certification requirement for participants. Classes for certification will be classified under three "real life" issues: (1) conflict resolution and problem solving; (2) community expectations – "It takes a Village"; and, (3) valuing life-long education.	I	√	√
7	Customer and Community Relations Center	AHA will continue to operate and maintain its Customer and Community Relations Center including access to a dedicated phone line (1-888-AHA-4YOU) for the community to voice neighborhood and/or client compliments or concerns to AHA. During FY 2010, AHA will increase its Customer and Community Relations Center staff to be responsive to the increased number of AHA-assisted clients relocating into the community.	I	√	√
8	Rapid Response Assistance Team	During FY 2008, AHA established a Rapid Response Assistance Team to assist expeditiously Housing Choice participants impacted by property owner foreclosures. The Team offers a continuum of support leading to the resettlement of impacted families into a new living environment. There has been an increased need for similar services for families impacted by other emergency situations such as natural disasters or property abatement. Therefore, during FY 2010, the team will work with Housing Choice staff and inspectors to enhance the "emergency move" referral process and procedures.	I	√	√
9	Atlanta Community Scholars Awards (ACSA)	AHA will continue to offer the Atlanta Community Scholars Awards (ACSA) to eligible AHA residents during FY 2010. ACSA provides post secondary scholarships to eligible AHA youth to attend the college, university or technical school of their choice. AHA has partnered with the United Negro College Fund (UNCF), which provides fiscal oversight for grants and gifts received for ACSA and scholarship disbursements to awardees. The funding for the scholarships are underwritten by AHA, its employees and other community donors who support AHA youth in achieving their educational goals.	I	√	√
10	Place-Based Supportive Services Strategy Pilot	AHA in collaboration with a number of partners will continue the implementation of a place-based pilot referred to as the NORC (Naturally Occurring Retirement Community) at three of its high-rise communities. The NORC is a national program model that focuses on equipping adults to age in place and building the capacity of the community to support them in that process.	I	√	√
<b>REAL ESTATE MANAGEMENT</b>					
	Real Estate Management	AHA will continue to operate its longer-term hold Affordable Communities with a focus on: (1) Health, safety and viability of the communities; (2) Building Improvements and modernization; (3) Implementation of CATALYST Initiatives in property operations.	I	√	√
1	4 to 1 Elderly Admissions Policy	This admissions policy allows the PMCOs to admit 4 elderly (62 and older) or almost elderly (55-61) residents on the waiting list before admitting a young disabled resident until such time as an optimal mix of elderly/almost elderly and young disabled residents is reached for the community.	I	√	√

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**Exhibit EO - 1 - A**  
**FY 2010 CATALYST**  
**Executive Summary<sup>1</sup>**

No.	Supporting Activity Name	FY 2010 Summary Description	Status*	FY 2009	FY 2010
<b>REAL ESTATE MANAGEMENT</b>					
2	Work/Program Participation Requirement	AHA will continue its work requirement policy generally requiring that at least one non-disabled, non-elderly adult in the household receiving a subsidy from AHA under Section 9 or Section 8 work full-time at least 30 hours per week, and that all other non-disabled, non-elderly adults be in a training program or school or any combination of the two.	I	√	√
3	Enhanced Real Estate Inspection Systems	AHA will continue to refine and improve the quality assurance (QA) inspections process for AHA-owned communities. Through its integrated inspections system, AHA will continue to inspect units at each of its AHA-owned communities, at least once per year.	I	√	√
4	Enhanced Accessibility Initiative	AHA is committed to making its facilities and programs accessible to persons with disabilities. During FY 2010, AHA will continue to make accessibility improvements, to include reasonable accommodations for persons with disabilities in its longer-term hold AHA-owned communities.	I	√	√
5	Utility Allowance Waiver	During FY 2009, AHA completed an examination of the materiality of excess utility revenue, the associated administrative costs for maintaining a system for charging excess utilities, and the impact of excess utility charges on the total tenant payment given the increase to the average rent. In an effort to increase operations efficiency and to reduce the burden of utility expenses on residents living at properties with obsolete systems and infrastructures, AHA has determined that it will <u>discontinue the billing of excess utilities beginning FY 2010.</u>	I	√	√
6	Energy Performance Contracting	In light of the dynamic impact of AHA's revitalization program and Quality of Life Initiative on the ongoing operations of AHA-owned public housing assisted properties, AHA will consider establishing and managing its own energy performance program. This program may include, but will not be limited to, prepayment of the existing equipment lease, modification or buy-out of the contract with the ESCO, self-financing and implementing additional improvements at AHA's longer-term hold communities. During the last half of FY 2008, AHA received an energy audit from a third party contractor conduct that identified potential energy cost saving measures at AHA's longer-term hold properties that AHA will consider implementing in FY 2010 or future years.	I	√	√
<b>CORPORATE SUPPORT</b>					
1	Comprehensive Integrated Agency-wide Reporting System	As AHA continues to improve its IT, financial, procurement, data and business system infrastructure, AHA will assess its current systems and business processes to ensure they align with current and future business operations and needs. AHA will also focus on creating a comprehensive, integrated and relational database enabling AHA to use data as intelligence to inform and improve its business decisions. This initiative will require both human and financial resources beginning in FY 2009 and into 2010. AHA expects that, when completed, this initiative will yield significant returns over time including greater operational efficiency, effectiveness and cost savings.	P		√

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**Exhibit EO - 1 - A**  
**FY 2010 CATALYST**  
**Executive Summary<sup>1</sup>**

No.	Supporting Activity Name	FY 2010 Summary Description	Status*	FY 2009	FY 2010
<b>CORPORATE SUPPORT</b>					
2	Local Asset Management Program	Beginning FY 2009 and continuing into 2010, AHA will refine its project based accounting and management system by designing and implementing a new Cost Allocation Plan to enhance its ability to capture and report all costs associated with the operation of the cost objectives identified in its cost allocation approach. The Cost Allocation Plan was designed to meet the requirements of the Amended and Restated Agreement, as amended, and the requirements of the revised OMB Circular A-87 (Cost Principles for State, Local and Indian Tribal Governments), and to provide improved financial reporting for each cost objective.	I	√	√
<b>ARRA FUNDS</b>					
ARRA FUNDS		The American Recovery and Reinvestment Act of 2009 (ARRA) legislation released the award of \$2.985 billion Capital Fund formula grant to local housing authorities across the country. AHA will receive approximately \$26.5 million of the formula funds which will be used for QLI demolition activities (\$8 million) and rehabilitation of AHA-owned 13 longer-term hold properties (\$16.5 million). HUD will also make available \$1 billion in ARRA Capital Funds through a separate competitive announcement. AHA intends to apply for a portion of the competitive ARRA funds to support development activities at several of the AHA-owned developments undergoing revitalization; acquisitions in support of revitalization; redevelopment of other AHA-owned buildings or properties; and for additional rehabilitation of longer-term hold AHA-owned properties not addressed with the ARRA capital formula funds.	P	√	√

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\*P - Planning Phase, I - Implementation Phase

**EXHIBIT 2**  
**RESOLUTION ADOPTED AT THE REGULAR MEETING**  
**OF THE BOARD OF COMMISSIONERS HELD ON**  
**MONDAY, MARCH 30, 2009**

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**RESOLUTION**

**WHEREAS**, on February 17, 2009, President Obama signed the American Recovery and Reinvestment Act of 2009 (Recovery Act);

**WHEREAS**, the Recovery Act includes measures to modernize infrastructure, enhance energy independence, expand educational opportunities, preserve and improve affordable health care, provide tax relief, and protect those in greatest need;

**WHEREAS**, the Recovery Act includes a \$4 billion appropriation of capital funds for local housing agencies to carry out capital improvements and other investment activities;

**WHEREAS**, the Recovery Act provides that approximately \$3 billion of this \$4 billion appropriation will be distributed through a capital fund formula and the remaining \$1 billion will be distributed through a competitive process;

**WHEREAS**, the United States Department of Housing and Urban Development (HUD) has notified AHA that it will receive approximately \$26.5 million pursuant to the capital fund formula that was used to calculate capital fund grants in 2008;

**WHEREAS**, AHA intends to compete for additional funds;

**WHEREAS**, AHA must use Recovery Act funds on eligible activities described in AHA's Fiscal Year 2010 Moving To Work Implementation Plan (also referred to herein as the FY 2010 CATALYST Implementation Plan) (submitted for approval to this Board on March 30, 2009 after consultation with community stakeholders and a public hearing);

**WHEREAS**, the specific activities AHA intends to undertake with the Recovery Act funds are described in Exhibit EO-2-A;

**WHEREAS**, AHA must obligate 100% of the funds within one year of March 18, 2009, must expend at least 60% of funds within two years of such date, and must expend 100% of the funds within three years of such date;

**WHEREAS**, in order to accept and use Recovery Act funds, HUD requires that AHA execute and submit the Recovery Act Capital Fund Program Amendment to AHA's Consolidated Annual Contributions Contract (Recovery Act ACC Amendment), submit a Recovery Act Capital Fund Annual Statement describing the specific activities AHA will undertake with the Recovery Act funds (as described in Exhibit EO-2-A) and submit a resolution from AHA's Board of Commissioners authorizing the acceptance and expenditure of the Recovery Act funds; and



**WHEREAS**, accordingly, AHA requests the Board of Commissioners to authorize the President and Chief Executive Officer and her designees or the Chairman or Vice Chairman of the Board of Commissioners, when required, to (i) execute the Recovery Act Capital Fund Program Amendment to AHA's Consolidated Annual Contributions Contract (Recovery Act ACC Amendment), (ii) submit the Recovery Act ACC Amendment to HUD, (iii) execute and submit any additional agreements, amendments or other documents as necessary or advisable in order to accept and use Recovery Act funds, including, but not limited to, the Recovery Act Capital Fund Annual Statement, (iv) accept the Recovery Act funds, and (v) use the Recovery Act funds for the projects, activities and initiatives set forth in AHA's Fiscal Year 2010 Moving To Work Annual Implementation Plan, subject to the limitations governing eligible priorities and activities under the Recovery Act and related regulatory guidance.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE HOUSING AUTHORITY OF THE CITY OF ATLANTA, GEORGIA, THAT:**

1. The President and Chief Executive Officer and her designees are hereby authorized to execute the American Recovery and Reinvestment Act of 2009 (Recovery Act) Capital Fund Program Amendment to AHA's Consolidated Annual Contributions Contract (Recovery Act ACC Amendment), and any required documents, certifications or United States Department of Housing and Urban Development (HUD) forms related to the Recovery Act or the Recovery Act ACC Amendment, without further vote or approval of this Board. Any Recovery Act ACC Amendment and required documents, certifications or HUD forms related to the Recovery Act ACC Amendment previously executed by the President and Chief Executive Officer are hereby ratified and approved.
2. Each of the Chairman or Vice Chairman of the Board of Commissioners, when applicable, and the President and Chief Executive Officer and her designees are authorized to submit the executed the Recovery Act ACC Amendment and such other required documents, certifications or forms to HUD with such changes, additions, corrections or amendments as she shall deem necessary or appropriate or as may be required by HUD, including, but not limited to, the Recovery Act Capital Fund Annual Statement, without further vote or approval of this Board. Any Recovery Act ACC Amendment and such other required documents, certifications or forms previously submitted to HUD by the President and Chief Executive Officer are hereby ratified and approved.
3. To the extent required by HUD, each of the Chairman or Vice Chairman of the Board of Commissioners is authorized to execute and submit any required documents, certifications or HUD forms related to the Recovery Act or the Recovery Act ACC Amendment, without further vote or approval of this Board.
4. The Board of Commissioners hereby accepts the Recovery Act funds on behalf of AHA and authorizes the President and Chief Executive Officer to accept and to use the Recovery Act funds for projects, activities and initiatives set forth in AHA's Fiscal Year 2010 CATALYST Implementation Plan, subject to the limitations governing eligible priorities and activities under the Recovery Act and related regulatory guidance.

5. The President and Chief Executive Officer and her designees are hereby authorized to implement the activities, projects and any policy changes necessary for the use of the Recovery Act funds.
6. All actions taken by AHA to date in connection with the intent of this resolution are hereby ratified and confirmed.

**EXHIBIT EO-2-A**  
**American Recovery and Reinvestment Act (ARRA)**  
**Capital Formula Funding**  
**as of March 27, 2009**

Initial ARRA Funding	PMCO	Property	Site/Infrastructure	Building Envelope	Major Systems	Common Areas	Dwelling Units	Total
	Habitat	Barge Rd	\$ -	\$ 934,000	\$ 44,168	\$ 76,000	\$ 70,000	\$ 1,124,168
		Hightower Manor	\$ -	\$ 299,000	\$ 2,000	\$ 78,000	\$ 952,000	\$ 1,331,000
		Juniper & 10th	\$ -	\$ 13,000	\$ 177,000	\$ 555,000	\$ 53,000	\$ 798,000
		Marian Rd	\$ 211,000	\$ 633,000	\$ 88,000	\$ 63,000	\$ 609,000	\$ 1,604,000
		Marietta Rd	\$ -	\$ 243,000	\$ 388,000	\$ 55,000	\$ 617,000	\$ 1,303,000
		Westminster	\$ -	\$ 353,000	\$ 150,000	\$ 89,000	\$ -	\$ 592,000
		<b>Total</b>	<b>\$ 211,000</b>	<b>\$ 2,475,000</b>	<b>\$ 849,168</b>	<b>\$ 916,000</b>	<b>\$ 2,301,000</b>	<b>\$ 6,752,168</b>
	IMS	Cheshire Bridge	\$ 91,000	\$ 1,250,000	\$ 376,000	\$ 528,000	\$ 138,000	\$ 2,383,000
		Peachtree Rd	\$ 303,000	\$ 1,405,000	\$ 316,000	\$ 83,000	\$ 138,000	\$ 2,245,000
		<b>Total</b>	<b>\$ 394,000</b>	<b>\$ 2,655,000</b>	<b>\$ 692,000</b>	<b>\$ 611,000</b>	<b>\$ 276,000</b>	<b>\$ 4,628,000</b>
Lane	Lane	Cosby Spears	\$ 61,000	\$ 165,000	\$ 205,000	\$ 725,000	\$ 1,383,000	\$ 2,539,000
		East Lake	\$ 343,000	\$ 550,000	\$ 161,000	\$ 234,000	\$ 938,000	\$ 2,226,000
		Georgia Ave	\$ 105,000	\$ -	\$ 66,000	\$ 126,000	\$ 242,000	\$ 539,000
		Martin Street Plaza	\$ 264,000	\$ -	\$ -	\$ -	\$ 227,000	\$ 491,000
		Piedmont Rd	\$ 111,000	\$ -	\$ 178,000	\$ 136,000	\$ 979,000	\$ 1,404,000
		<b>Total</b>	<b>\$ 884,000</b>	<b>\$ 715,000</b>	<b>\$ 610,000</b>	<b>\$ 1,221,000</b>	<b>\$ 3,769,000</b>	<b>\$ 7,199,000</b>
	<b>Total</b>		<b>\$ 1,489,000</b>	<b>\$ 5,845,000</b>	<b>\$ 2,151,168</b>	<b>\$ 2,748,000</b>	<b>\$ 6,346,000</b>	<b>\$ 18,579,168</b>

QLI Demolition Funding	PMCO	Property	Amount
	Habitat	Bankhead Courts	\$ 2,500,000
		Herndon Homes	\$ 1,500,000
		Hollywood Courts	\$ 1,500,000
		<b>Total</b>	<b>\$ 5,500,000</b>
	IMS	Thomasville	\$ 2,500,000
		<b>Total</b>	<b>\$ 2,500,000</b>
	<b>Total</b>		<b>\$ 8,000,000</b>

<b>Part I: Summary</b>					
<b>PHA Name:</b>		<b>Grant Type and Number</b> Capital Fund Program Grant No: _____ Replacement Housing Factor Grant No: _____ Date of CFFP: _____			<b>FFY of Grant:</b> _____ <b>FFY of Grant Approval:</b> _____
<b>Type of Grant</b> <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no: _____) <input type="checkbox"/> Performance and Evaluation Report for Period Ending: _____ <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost <sup>1</sup>	
		Original	Revised <sup>2</sup>	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) <sup>3</sup>				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration				
16	1495.1 Relocation Costs				
17	1499 Development Activities <sup>4</sup>				
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant: (sum of lines 2 – 19)				
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security – Soft Costs				
24	Amount of line 20 Related to Security – Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				

<sup>1</sup> To be completed for the Performance and Evaluation Report.<sup>2</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.<sup>3</sup> PHAs with under 250 units in management may use 100% of CFP Grants for operations.<sup>4</sup> RHF funds shall be included here.

<b>Part I: Summary</b>					
<b>PHA Name:</b>		<b>Grant Type and Number</b> Capital Fund Program Grant No: _____ Replacement Housing Factor Grant No: _____ Date of CFFP: _____			<b>FFY of Grant:</b> _____ <b>FFY of Grant Approval:</b> _____
<b>Type of Grant</b> <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no:    ) <input type="checkbox"/> Performance and Evaluation Report for Period Ending: <input type="checkbox"/> Final Performance and Evaluation Report					
<b>Line</b>	<b>Summary by Development Account</b>	<b>Total Estimated Cost</b>		<b>Total Actual Cost <sup>1</sup></b>	
		<b>Original</b>	<b>Revised <sup>2</sup></b>	<b>Obligated</b>	<b>Expended</b>
<b>Signature of Executive Director</b>		<b>Date</b>		<b>Signature of Public Housing Director</b>	
		<b>Date</b>			

[illegible]

<sup>1</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

<sup>2</sup> To be completed for the Performance and Evaluation Report.

[illegible]

<sup>1</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

<sup>2</sup> To be completed for the Performance and Evaluation Report.

[illegible]

<sup>1</sup> Obligation and expenditure end dated can only be revised with HUD approval pursuant to Section 9j of the U.S. Housing Act of 1937, as amended.





**Part II: Supporting Pages**

PHA Name: The Housing Authority of the City of Atlanta, Georgia		<b>Grant Type and Number</b> Capital Fund Program Grant No: GA06S006501-09 CFFP:(Yes/ <b>NO</b> ) Replacement Housing Factor Grant No:				Federal FFY of Grant: 2009		
Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised (1)	Funds Obligated (2)	Funds Expended (2)	

**GA006000140****Palmer House Highrise**

Construction Mgt Fees	1430	0	306,816	0.00	0
Demolition	1485	0	3,068,159	0.00	0

**GA006000170****Thomasville Heights**

Construction Mgt Fees	1430	180,172	0	0.00	0
Demolition	1485	1,801,718	0	0.00	0

**GA006000200****Hollywood Courts**

Construction Mgt Fees	1430	172,727	99,650	0.00	0
Demolition	1485	1,727,273	996,500	0.00	0

(1) To be completed for the Performance and Evaluation Report or a Revised Annual Statement

(2) To be completed for the Performance and Evaluation Report

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised (1)	Funds Obligated (2)	Funds Expended (2)	

**GA006000241****Cosby Spear Highrise**

Fees and Costs - Design fees and construction management fees	1430	306,272	497,411	0.00	0
Site Improvements - Parking Lot, sidewalk and street repair as well as erosion control, landscaping and exterior recreation space enhancements	1450	55,455	55,455	0.00	0
Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements	1460	1,593,636	1,402,497	0.00	0
Common Areas - Lobby, common area and specialty function room renovations	1470	515,455	515,455	0.00	0
Non-Dwelling Equipment - Computers, common area equipment, laundry facility washers/dryers	1475	68,182	68,182	0.00	0

**GA006000250****Georgia Avenue Highrise**

Fees and Costs - Design fees and construction management fees	1430	49,000	104,837	0.00	0
Site Improvements - Parking Lot, sidewalk and street repair as well as erosion control, landscaping and exterior recreation space enhancements	1450	95,455	95,455	0.00	0
Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements	1460	280,000	224,163	0.00	0
Common Areas - Lobby, common area and specialty function room renovations	1470	74,545	74,545	0.00	0
Non-Dwelling Equipment - Computers, common area equipment, laundry facility washers/dryers	1475	40,000	40,000	0.00	0

(1) To be completed for the Performance and Evaluation Report or a Revised Annual Statement

(2) To be completed for the Performance and Evaluation Report

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised (1)	Funds Obligated (2)	Funds Expended (2)	

**GA006000270****Roosevelt House Highrise**

Construction Mgt Fees	1430	0	242,357	0.00	0
Demolition	1485	0	2,423,568	0.00	0

**GA006000280****Bankhead Courts**

Construction Mgt Fees	1430	250,000	0	0.00	0
Demolition	1485	2,500,000	0	0.00	0

**GA006000300****East Lake Highrise**

Fees and Costs - Design fees and construction management fees	1430	222,364	434,213	0.00	0
Site Improvements - Parking Lot, sidewalk and street repair as well as erosion control, landscaping and exterior recreation space enhancements	1450	291,818	291,818	0.00	0
Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements	1460	1,499,091	1,287,242	0.00	0
Common Areas - Lobby, common area and specialty function room renovations	1470	172,727	172,727	0.00	0
Non-Dwelling Equipment - Computers, common area equipment, laundry facility washers/dryers	1475	40,000	40,000	0.00	0

(1) To be completed for the Performance and Evaluation Report or a Revised Annual Statement

(2) To be completed for the Performance and Evaluation Report

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised (1)	Funds Obligated (2)	Funds Expended (2)	

**GA006000270****Roosevelt House Highrise**

Construction Mgt Fees	1430	0	242,357	0.00	0
Demolition	1485	0	2,423,568	0.00	0

**GA006000280****Bankhead Courts**

Construction Mgt Fees	1430	250,000	0	0.00	0
Demolition	1485	2,500,000	0	0.00	0

**GA006000300****East Lake Highrise**

Fees and Costs - Design fees and construction management fees	1430	222,364	434,213	0.00	0
Site Improvements - Parking Lot, sidewalk and street repair as well as erosion control, landscaping and exterior recreation space enhancements	1450	291,818	291,818	0.00	0
Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements	1460	1,499,091	1,287,242	0.00	0
Common Areas - Lobby, common area and specialty function room renovations	1470	172,727	172,727	0.00	0
Non-Dwelling Equipment - Computers, common area equipment, laundry facility washers/dryers	1475	40,000	40,000	0.00	0

(1) To be completed for the Performance and Evaluation Report or a Revised Annual Statement

(2) To be completed for the Performance and Evaluation Report

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised (1)	Funds Obligated (2)	Funds Expended (2)	

**GA006000450****Peachtree Road Highrise**

Fees and Costs - Design fees and construction management fees	1430	217,728	350,005	0.00	0
Site Improvements - Parking Lot, sidewalk and street repair as well as erosion control, landscaping and exterior recreation space enhancements	1450	261,818	261,818	0.00	0
Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements	1460	1,690,000	1,557,723	0.00	0
Common Areas - Lobby, common area and specialty function room renovations	1470	33,636	33,636	0.00	0
Non-Dwelling Equipment - Computers, common area equipment, laundry facility washers/dryers	1475	41,818	41,818	0.00	0

**GA006000470****Cheshire Bridge Road Highrise**

Fees and Costs - Design fees and construction management fees	1430	262,092	215,545	0.00	0
Site Improvements - Parking Lot, sidewalk and street repair as well as erosion control, landscaping and exterior recreation space enhancements	1450	82,727	82,727	0.00	0
Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements	1460	1,603,636	1,650,183	0.00	0
Common Areas - Lobby, common area and specialty function room renovations	1470	393,636	393,636	0.00	0
Non-Dwelling Equipment - Computers, common area equipment, laundry facility washers/dryers	1475	40,909	40,909	0.00	0

(1) To be completed for the Performance and Evaluation Report or a Revised Annual Statement

(2) To be completed for the Performance and Evaluation Report

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised (1)	Funds Obligated (2)	Funds Expended (2)	

**GA006000480****Piedmont Road Highrise**

Fees and Costs - Design fees and construction management fees	1430	143,091	278,904	0.00	0
Site Improvements - Parking Lot, sidewalk and street repair as well as erosion control, landscaping and exterior recreation space enhancements	1450	85,455	85,455	0.00	0
Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements	1460	1,051,818	916,005	0.00	0
Common Areas - Lobby, common area and specialty function room renovations	1470	84,545	84,545	0.00	0
Non-Dwelling Equipment - Computers, common area equipment, laundry facility washers/dryers	1475	39,091	39,091	0.00	0

**GA006000520****Marian Road Highrise**

Fees and Costs - Design fees and construction management fees	1430	145,818	292,579	0.00	0
Site Improvements - Parking Lot, sidewalk and street repair as well as erosion control, landscaping and exterior recreation space enhancements	1450	191,818	191,818	0.00	0
Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements	1460	1,209,091	1,062,330	0.00	0
Common Areas - Lobby, common area and specialty function room renovations	1470	17,273	17,273	0.00	0
Non-Dwelling Equipment - Computers, common area equipment, laundry facility washers/dryers	1475	40,000	40,000	0.00	0

(1) To be completed for the Performance and Evaluation Report or a Revised Annual Statement

(2) To be completed for the Performance and Evaluation Report

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised (1)	Funds Obligated (2)	Funds Expended (2)	

**GA006000530****Hightower Manor Highrise**

Fees and Costs - Design fees and construction management fees	1430	121,000	238,847	0.00	0
Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements	1460	1,139,091	1,021,244	0.00	0
Common Areas - Lobby, common area and specialty function room renovations	1470	32,727	32,727	0.00	0
Non-Dwelling Equipment - Computers, common area equipment, laundry facility washers/dryers	1475	38,182	38,182	0.00	0

**GA006000540****Barge Road Highrise**

Fees and Costs - Design fees and construction management fees	1430	102,197	229,644	0.00	0
Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements	1460	952,880	825,433	0.00	0
Common Areas - Lobby, common area and specialty function room renovations	1470	33,636	33,636	0.00	0
Non-Dwelling Equipment - Computers, common area equipment, laundry facility washers/dryers	1475	35,455	35,455	0.00	0

**GA006000560****Martin Street Plaza**

Fees and Costs - Design fees and construction management fees	1430	84,636	95,973	0.00	0
Site Improvements - Parking Lot, sidewalk and street repair as well as erosion control, landscaping and exterior recreation space enhancements	1450	200,000	200,000	0.00	0
Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements	1460	206,364	195,027	0.00	0

(1) To be completed for the Performance and Evaluation Report or a Revised Annual Statement

(2) To be completed for the Performance and Evaluation Report



## Appendix R: Revised Capital Fund Annual Statements Parts I &amp; II

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised (1)	Funds Obligated (2)	Funds Expended (2)	

**GA006000580****Marietta Road Highrise**

Fees and Costs - Design fees and construction management fees	1430	118,455	233,833	0.00	0
Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements	1460	1,134,545	1,019,167	0.00	0
Common Areas - Lobby, common area and specialty function room renovations	1470	12,727	12,727	0.00	0
Non-Dwelling Equipment - Computers, common area equipment, laundry facility washers/dryers	1475	37,273	37,273	0.00	0

**GA006000592****Herndon Homes**

Construction Mgt Fees	1430	124,374	78,450	0.00	0
Demolition	1485	1,243,736	784,500	0.00	0
		26,579,168	26,579,168		

(1) To be completed for the Performance and Evaluation Report or a Revised Annual Statement

(2) To be completed for the Performance and Evaluation Report

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised (1)	Funds Obligated (2)	Funds Expended (2)	

**GA006000430****Juniper and Tenth Highrise**

Fees and Costs - Design fees and construction management fees	1430	118,000	168,449	0.00	0
Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements	1460	220,909	220,909	0.00	0
Common Areas - Lobby, common area and specialty function room renovations	1470	421,818	371,369	0.00	0
Non-Dwelling Equipment - Computers, common area equipment, laundry facility washers/dryers	1475	37,273	37,273	0.00	0

**GA006000440****Westminster**

Fees and Costs - Design fees and construction management fees	1430	53,817	127,344	0.00	0
Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements	1460	457,273	383,746	0.00	0
Common Areas - Lobby, common area and specialty function room renovations	1470	35,455	35,455	0.00	0
Non-Dwelling Equipment - Computers, common area equipment, laundry facility washers/dryers	1475	45,455	45,455	0.00	0

(1) To be completed for the Performance and Evaluation Report or a Revised Annual Statement

(2) To be completed for the Performance and Evaluation Report

## Appendix R: Revised Capital Fund Annual Statements Parts I &amp; II

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised (1)	Funds Obligated (2)	Funds Expended (2)	

**GA006000450****Peachtree Road Highrise**

Fees and Costs - Design fees and construction management fees	1430	217,728	350,005	0.00	0
Site Improvements - Parking Lot, sidewalk and street repair as well as erosion control, landscaping and exterior recreation space enhancements	1450	261,818	261,818	0.00	0
Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements	1460	1,690,000	1,557,723	0.00	0
Common Areas - Lobby, common area and specialty function room renovations	1470	33,636	33,636	0.00	0
Non-Dwelling Equipment - Computers, common area equipment, laundry facility washers/dryers	1475	41,818	41,818	0.00	0

**GA006000470****Cheshire Bridge Road Highrise**

Fees and Costs - Design fees and construction management fees	1430	262,092	215,545	0.00	0
Site Improvements - Parking Lot, sidewalk and street repair as well as erosion control, landscaping and exterior recreation space enhancements	1450	82,727	82,727	0.00	0
Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements	1460	1,603,636	1,650,183	0.00	0
Common Areas - Lobby, common area and specialty function room renovations	1470	393,636	393,636	0.00	0
Non-Dwelling Equipment - Computers, common area equipment, laundry facility washers/dryers	1475	40,909	40,909	0.00	0

(1) To be completed for the Performance and Evaluation Report or a Revised Annual Statement

(2) To be completed for the Performance and Evaluation Report

## Appendix R: Revised Capital Fund Annual Statements Parts I &amp; II

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised (1)	Funds Obligated (2)	Funds Expended (2)	

**GA006000480****Piedmont Road Highrise**

Fees and Costs - Design fees and construction management fees	1430	143,091	278,904	0.00	0
Site Improvements - Parking Lot, sidewalk and street repair as well as erosion control, landscaping and exterior recreation space enhancements	1450	85,455	85,455	0.00	0
Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements	1460	1,051,818	916,005	0.00	0
Common Areas - Lobby, common area and specialty function room renovations	1470	84,545	84,545	0.00	0
Non-Dwelling Equipment - Computers, common area equipment, laundry facility washers/dryers	1475	39,091	39,091	0.00	0

**GA006000520****Marian Road Highrise**

Fees and Costs - Design fees and construction management fees	1430	145,818	292,579	0.00	0
Site Improvements - Parking Lot, sidewalk and street repair as well as erosion control, landscaping and exterior recreation space enhancements	1450	191,818	191,818	0.00	0
Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements	1460	1,209,091	1,062,330	0.00	0
Common Areas - Lobby, common area and specialty function room renovations	1470	17,273	17,273	0.00	0
Non-Dwelling Equipment - Computers, common area equipment, laundry facility washers/dryers	1475	40,000	40,000	0.00	0

(1) To be completed for the Performance and Evaluation Report or a Revised Annual Statement

(2) To be completed for the Performance and Evaluation Report

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised (1)	Funds Obligated (2)	Funds Expended (2)	

**GA006000530****Hightower Manor Highrise**

Fees and Costs - Design fees and construction management fees	1430	121,000	238,847	0.00	0
Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements	1460	1,139,091	1,021,244	0.00	0
Common Areas - Lobby, common area and specialty function room renovations	1470	32,727	32,727	0.00	0
Non-Dwelling Equipment - Computers, common area equipment, laundry facility washers/dryers	1475	38,182	38,182	0.00	0

**GA006000540****Barge Road Highrise**

Fees and Costs - Design fees and construction management fees	1430	102,197	229,644	0.00	0
Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements	1460	952,880	825,433	0.00	0
Common Areas - Lobby, common area and specialty function room renovations	1470	33,636	33,636	0.00	0
Non-Dwelling Equipment - Computers, common area equipment, laundry facility washers/dryers	1475	35,455	35,455	0.00	0

**GA006000560****Martin Street Plaza**

Fees and Costs - Design fees and construction management fees	1430	84,636	95,973	0.00	0
Site Improvements - Parking Lot, sidewalk and street repair as well as erosion control, landscaping and exterior recreation space enhancements	1450	200,000	200,000	0.00	0
Dwelling Structures/Major Systems - Improvements to building envelop, major systems and dwelling units to include energy efficiency improvements	1460	206,364	195,027	0.00	0

(1) To be completed for the Performance and Evaluation Report or a Revised Annual Statement

(2) To be completed for the Performance and Evaluation Report



Atlanta Housing Authority

Healthy Mixed-Income Communities; Healthy Self-Sufficient Families

Atlanta Housing Authority

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For inquiries, please call (404) 817-4700 or e-mail [corporateplanning@atlantahousing.org](mailto:corporateplanning@atlantahousing.org)